


*The Report of the
Task Force on Barriers to Women in the Public Service*

CAI
TB 800
-1988
B18
v.2

BENEATH THE VENEER

V O L U M E

2



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WHAT THE NUMBERS TOLD US

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SECTION A

REPRESENTATION OF WOMEN

(1) WOMEN IN THE CANADIAN
LABOUR FORCE

Table A1
Percentage Labour Force Participation by Age
and Sex
Canada, 1975-1989

	Age Group						Total
	20-24	25-34	35-44	45-54	55-64	65+	
Men							
1975	85.0	95.2	96.1	92.7	79.3	18.5	78.4
1980	86.4	95.4	96.0	92.6	76.2	14.8	78.4
1985	84.0	93.9	95.3	91.1	70.1	12.4	76.6
1989	84.8	94.2	94.8	91.8	66.1	11.0	76.7
Women							
1975	67.0	52.9	51.5	46.1	30.8	4.9	44.4
1980	73.0	62.7	61.6	54.1	33.7	4.4	50.4
1985	75.5	71.3	70.1	61.2	33.8	4.3	54.6
1989	77.2	76.2	77.2	67.6	34.4	4.0	57.9

Source: Statistics Canada, *Labour Force Annual Averages, 1975-1983*, Table 1;
Labour Force Annual Averages 1981-1988, Table 1; *The Labour Force*,
December 1989, Table 1.

Table A2
Percentage Labour Force Participation by Age
and Marital Status
Canada, 1975-1989

	Males			Females		
	20-44*	45-64*	Total	20-44*	45-64*	Total
Single						
1975	82.9	72.4	66.9	80.4	68.4	59.2
1980	85.5	68.4	70.8	82.4	68.5	63.3
1985	88.3	48.7	71.3	84.8	41.3	65.8
1989	89.6	50.1	75.2	85.0	39.2	68.2
Married						
1975	96.7	88.9	85.1	49.9	35.4	41.6
1980	96.7	87.5	83.7	59.4	41.2	49.0
1985	96.5	63.4	80.8	67.8	35.9	55.1
1989	96.1	60.8	79.1	74.8	38.9	59.9
Other						
1975	90.5	75.0	55.0	63.7	47.5	31.5
1980	92.3	72.6	57.3	73.6	50.3	35.1
Separated/Divorced						
1985	91.8	62.0	77.5	76.2	50.0	65.0
1989	92.1	60.1	76.5	79.1	52.7	66.7
Widowed						
1985	91.1	23.0	27.4	67.5	13.9	16.4
1989	87.3	20.8	24.9	69.5	12.0	14.2
Total						
1975	92.9	87.0	78.4	56.1	39.4	44.4
1980	93.3	85.2	78.4	64.9	44.5	50.4
1985	94.6	60.1	76.6	70.8	32.1	54.6
1989	94.4	57.9	76.7	76.6	33.8	57.9

* Age groups for 1985 and 1989 are 25-44 and 45+

Source: Statistics Canada, *Labour Force Annual Averages 1975-1983*, Table 3; *Labour Force Annual Averages 1981-1988*, Table 3; *The Labour Force*, December 1989, Table 3.

Table A3
Composition of the Work Force
Canada, 1975-1989

	1975	1980	1985	1989
Males ('000)	6,294	6,935	7,167	7,525
Females ('000)	3,680	4,638	5,365	5,978
Women as percentage of total work force	36.9%	40.2%	42.8%	44.3%

Source, Statistics Canada, *Labour Force Annual Averages 1975-1983*, Table 1;
Labour Force Annual Averages 1981-1988, Table 1; *The Labour Force*, Table 1.

Table A4
Demographic Groups Within the Labour Force
Canada, 1975-1989

	<u>1975</u>		<u>1980</u>		<u>1985</u>		<u>1989</u>	
	'000	%	'000	%	'000	%	'000	%
Youth (15-24)	2,701	27	3,061	26	2,808	22	2,674	20
Women (age 15+)	3,680	37	4,638	40	5,365	43	5,978	44
Prime age males (25-54)	3,949	40	4,398	38	4,804	38	5,239	39
Older workers (aged 55+)	1,204	12	1,313	11	1,357	11	1,349	10
TOTAL	9,974		11,573		12,532		13,503	

Note: Percentages do not add to 100 because "youth" and "older workers" categories include females who are also included in the "women" category.

Source: Statistics Canada, *Labour Force Annual Averages 1975-1983*, Table 1; *Labour Force Annual Averages 1981-1988*, Table 1; *The Labour Force*, December 1989, Table 1.

Table A5
Employment of Women and Men by Sector
Canada, 1975-1989

	1975				1989			
	Male		Female		Male		Female	
	'000	%	'000	%	'000	%	'000	%
Primary								
Agriculture	375	6.3	108	3.2	293	4.2	135	2.5
Other primary	205	3.5	15	0.4	253	3.6	35	0.6
TOTAL	580	9.8	123	3.6	546	7.8	170	3.1
Secondary								
Manufacturing	1411	23.9	460	13.6	1517	21.7	609	11.0
Construction	564	9.6	40	1.2	683	9.8	81	1.5
TOTAL	1,975	33.5	500	14.8	2,200	31.5	690	12.5
Tertiary								
Transportation, communications & other utilities	663	11.2	149	4.4	707	10.1	253	4.6
Trade	992	16.8	644	19.1	1,218	17.5	968	17.6
Finance, insurance and real estate	203	3.4	271	8.0	284	4.1	448	8.1
Community, business and personal service	1,037	17.6	1,483	43.9	1,534	22.0	2,616	47.5
Public administration	454	7.7	210	6.2	487	7.0	363	6.6
TOTAL	3,339	56.7	2,757	81.6	4,230	60.7	4,648	84.4
GRAND								
TOTAL	5,903	100	3,381	100	6,977	100	5,508	100

Source: Statistics Canada, *Labour Force Annual Averages 1975-1983*, Table 20; *The Labour Force*, December 1989, Table 10.

Table A6
Women and Part-time Employment
Canada, 1975-1989

	1975	1980	1985	1989
Percentage of employed women who worked part-time				
15-24 years	22.2	27.3	35.8	38.1
25-44 years	18.9	20.8	21.4	19.3
45 years and over	20.4	25.3	26.7	25.0
TOTAL	20.3	23.8	26.1	24.5
Reasons for part-time work (percentages)				
Personal or family responsibilities	16.9	17.3	12.5	13.6
Going to school	22.9	20.3	19.6	23.2
Could only find part-time work	10.8	17.0	27.7	22.2
Did not want full-time work	45.8	41.9	38.8	39.3
Other reasons	3.6	3.5	1.4	1.7
TOTAL	100.0	100.0	100.0	100.0

Source: Statistics Canada, *Labour Force Annual Averages 1975-1983*, Tables 29 & 32; *Labour Force Annual Averages 1981-1988*, Tables 18 & 19; *The Labour Force*, December 1989, Tables 18 & 19.

Table A7
Percentage Labour Force Activity of Women
with Pre-school Children
Canada, 1975-1989

	1975	1980	1985	1989
Labour force participation of mothers				
with pre-schoolers	35.1	45.2	56.6	62.3
with children under 3	31.5	41.9	54.3	59.8
Percentage of all mothers employed full-time				
with pre-schoolers	21.9	27.3	33.5	38.5
with children under 3	18.6	24.4	32.0	35.9
Percentage of all mothers employed part-time				
with pre-schoolers	9.1	13.1	15.4	17.0
with children under 3	8.6	12.6	14.7	16.4

Source: Statistics Canada, Labour Force Survey Division, unpublished data 1975 and 1980; *Labour Force Annual Averages 1981-1988*, Table 8; *The Labour Force*, December 1989, Table 8.

Table A8
Educational Attainment of Women and Men
in the Labour Force
Canada, 1975-1989

	1975 %	1980 %	1985 %	1989 %
All women				
0-8 years	15.0	11.4	8.8	6.9
9-13 years	51.4	57.3	52.3	49.4
Some post-secondary	9.1	8.5	10.8	11.1
Post-secondary certificate or diploma	17.1	13.8	16.2	18.6
University degree	7.4	8.9	11.9	14.0
TOTAL	100.0	100.0	100.0	100.0
All men				
0-8 years	23.4	18.5	14.2	11.3
9-13 years	44.7	51.6	49.7	48.6
Some post-secondary	9.8	8.3	9.7	10.0
Post-secondary certificate or diploma	11.8	9.6	12.2	14.4
University degree	10.3	11.9	14.1	15.7
TOTAL	100.0	100.0	100.0	100.0

Source: Statistics Canada, *Labour Force Annual Averages 1975-1983* Table 8;
The Labour Force December 1989 Table 5.

Table A9
Labour Force Participation of Women
by Age Group
Canada, for Selected Years

15-24		25-34		35-44	
1966	48.4	1976	53.9	1986	72.3
1967	49.1	1977	55.2	1987	73.9
1968	49.8	1978	59.0	1988	76.2
1969	50.2	1979	60.4	1989	77.2

Source: Statistics Canada, *Historical Labour Force Statistics*, 1985, p. 255;
The Labour Force, December 1986, Table 55; *Labour Force Annual Averages*,
1981-1988, Table 1; *The Labour Force*, December 1989, Table 1.

Table A10
Employment of Women by Occupation
(All classes of workers)
Canada, 1975-1989

	1975	1980	1985	1989
	%	%	%	%
Managerial,				
administrative	3.4	4.9	8.8	10.7
Natural sciences	0.8	1.3	1.4	1.6
Social sciences	1.4	1.8	2.2	2.3
Religion	—	0.1	0.1	0.1
Teaching	7.2	5.9	6.0	5.9
Medicine and health	9.5	8.6	9.3	9.0
Artistic and recreational	1.1	1.4	1.6	1.9
Clerical	36.1	34.6	31.7	30.5
Sales	10.4	10.4	9.6	9.9
Service	16.6	18.1	18.1	17.0
Agriculture	3.0	2.8	2.6	2.1
Fishing, hunting				
and trapping	—	—	—	—
Forestry and logging	—	—	—	—
Mining and quarrying	—	—	—	—
Processing	1.8	1.8	1.5	1.7
Machining	0.4	0.3	0.3	0.2
Product fabricating,				
assembling and				
repairing	5.9	5.4	4.4	4.2
Construction trades	0.1	0.2	0.2	0.3
Transport equipment				
operating	0.4	0.6	0.6	0.7
Materials handling	1.3	1.2	1.0	1.1
Other crafts and				
equipment operating	0.5	0.6	0.6	0.7
TOTAL	100.0	100.0	100.0	100.0

Source: Statistics Canada, *Labour Force Annual Averages 1975-1983*, Table 20; *Labour Force Annual Averages 1981-1988*, Table 14; *The Labour Force*, December 1989, Table 14.

Table A11
Comparison of Average Earnings of
Women and Men
Canada

	1969	1979	1988
Full-time full year workers			
Women	\$4,465	\$11,006	\$21,918
Men	\$7,611	\$17,471	\$33,558
Women as % of men	58.7%	63.0%	65.3%
All earners			
Women	\$2,826	\$6,987	\$15,054
Men	\$6,184	\$13,753	\$26,236
Women as % of men	45.7%	50.8%	57.4%

Source: Statistics Canada, *Earnings of Men and Women*, 1988, Text Table 11.

SECTION A

REPRESENTATION OF WOMEN

(2) WOMEN IN THE FEDERAL
PUBLIC SERVICE

Table A12
Representation of Women in the Occupational
Groups of the Federal Public Service

Category and Group	Employees				Pay Range	
	Total	Men	Women	% Women	Mini- mum	Maxi- mum
Management						
Executive (EX)	2,448	2,204	244	10.0	\$63,100	\$111,700
Senior						
Management (SM)	1,835	1,577	258	14.1	\$56,200	\$ 65,900
CATEGORY TOTALS	4,283	3,781	502	11.7		
Administration and Foreign Service						
Administrative						
Services (AS)	11,073	5,821	5,252	47.4	\$16,702	\$ 69,615
Administrative						
Trainee (AT)	58	25	33	56.9	\$14,810	\$ 29,350
Commerce (CO)	1,870	1,550	320	17.1	\$17,334	\$ 71,535
Computer Systems						
Administration (CS)	4,092	3,102	990	24.2	\$22,310	\$ 73,022
Financial						
Administration (FI)	2,489	1,736	753	30.3	\$14,100	\$ 63,177
Foreign Service (FS)	1,110	921	189	17.0	\$31,527	\$ 71,314
Information						
Services (IS)	1,337	606	731	54.7	\$16,567	\$ 64,300
Organization and						
Methods (OM)	665	467	198	29.8	\$16,368	\$ 64,300
Personnel						
Administration (PE)	2,849	1,333	1,516	53.2	\$15,669	\$ 64,315
Program						
Administration (PM)	25,979	15,674	10,305	39.7	\$16,702	\$ 69,615
Purchasing and						
Supply (PG)	2,213	1,511	702	31.7	\$15,576	\$ 64,300
Translation (TR)	1,057	500	557	52.7	\$18,000	\$ 60,501
Welfare						
Programs (WP)	1,556	1,012	544	35.0	\$16,476	\$ 64,300
CATEGORY TOTALS	56,348	34,258	22,090	39.2		

Table A12
Representation of Women in the Occupational
Groups of the Federal Public Service (*continued*)

Category and Group	Employees				Pay Range	
	Total	Men	Women	% Women	Mini- mum	Maxi- mum
Scientific & Professional						
Actuarial Science (AC)	3	3	0	0.0	\$27,016	\$ 77,123
Agriculture (AG)	313	257	56	17.9	\$18,654	\$ 63,071
Architecture and Town Planning (AR)	321	278	43	13.4	\$20,623	\$ 65,975
Auditing (AU)	3,749	3,267	482	12.9	\$32,553	\$ 73,398
Biological Sciences (BI)	1,147	889	258	22.5	\$18,875	\$ 65,777
Chemistry (CH)	420	315	105	25.0	\$18,666	\$ 66,672
Defense Scientific Service (DS)	565	516	49	8.7	\$21,694	\$ 79,109
Dentistry (DE)	30	28	2	6.7	\$48,043	\$ 74,179
Economics, Sociology and Statistics (ES)	2,421	1,830	591	24.4	\$16,751	\$ 75,588
Education (ED)	1,933	977	956	49.5	\$36,892	\$ 65,873
Engineering and Land Surveying (EN)	2,869	2,733	136	4.7	\$27,613	\$ 74,810
Forestry (FO)	151	141	10	6.6	\$18,875	\$ 65,517
Historical Research (HR)	289	192	97	33.6	\$17,713	\$ 62,016
Home Economics (HE)	40	1	39	97.5	\$33,795	\$ 57,441
Law (LA)	888	569	319	35.9	\$27,600	\$111,700
Library Science (LS)	530	172	358	67.5	\$24,255	\$ 57,502
Mathematics (MA)	189	136	53	28.0	\$18,872	\$ 73,442
Medicine (MD)	273	226	47	17.2	\$50,392	\$103,628
Meteorology (MT)	593	531	62	10.5	\$18,780	\$ 62,472
Nursing (NU)	1,454	176	1,278	87.9	Regional	\$ 59,270
Occupational and Physical Therapy (OP)	31	2	29	93.5	Regional Rates	
Pharmacy (PH)	62	38	24	38.7	\$20,755	\$ 60,653
Physical Science (PC)	900	751	149	16.6	\$21,430	\$ 73,473
Psychology (PS)	138	97	41	29.7	\$28,536	\$ 66,456
Scientific Regulation (SG)	493	382	111	22.5	\$17,378	\$ 61,231

Table A12
Representation of Women in the Occupational
Groups of the Federal Public Service (*continued*)

Category and Group	Employees				Pay Range	
	Total	Men	Women	% Women	Mini- mum	Maxi- mum
Scientific						
Research (SE)	2,122	1,990	132	6.2	\$32,948	\$ 79,964
Social Work (SW)	109	65	44	40.4	\$24,235	\$ 60,299
University Teach (UT)	235	228	7	3.0	\$19,824	\$ 68,594
Veterinary						
Medicine (VM)	636	542	94	14.8	\$38,328	\$ 71,819
CATEGORY TOTALS	22,904	17,332	5,572	24.3		
Technical						
Air Traffic Control (AI)	1,985	1,916	69	3.5	\$17,667	\$ 74,713
Aircraft						
Operations (AO)	609	584	25	4.1	\$43,336	\$ 65,043
Drafting and						
Illustration (DD)	1,605	1,353	252	15.7	\$18,979	\$ 49,181
Educational						
Support (EU)	23	6	17	73.9	Regional	\$ 34,792
Electronics (EL)	2,925	2,873	52	1.8	\$19,025	\$ 59,468
Engineering and						
Scientific						
Support (EG)	7,029	5,859	1,170	16.6	\$17,131	\$ 62,057
General						
Technical (GT)	2,956	2,464	492	16.6	\$15,415	\$ 67,933
Photography (PY)	139	122	17	12.2	\$20,986	\$ 38,240
Primary Products						
Inspection (PI)	2,636	2,365	271	10.3	\$23,534	\$ 52,947
Radio						
Operations (RO)	1,199	1,097	102	8.5	\$16,481	\$ 53,763
Ships' Officers (SO)	1,446	1,366	80	5.5	\$44,805	\$ 67,311
Social Science						
Support (SI)	2,173	1,029	1,144	52.6	\$15,415	\$ 70,474
Technical						
Inspection (TI)	1,475	1,431	44	3.0	\$15,415	\$ 70,384
CATEGORY TOTALS	26,200	22,465	3,735	14.3		

Table A12
Representation of Women in the Occupational
Groups of the Federal Public Service (*continued*)

Category and Group	Employees				Pay Range	
	Total	Men	Women	% Women	Mini- mum	Maxi- mum
Administrative Support						
Clerical and Regulatory (CR)	50,039	10,004	40,035	80.0	\$15,778	\$ 38,728
Communications (CM)	634	399	235	37.1	\$18,745	\$ 38,826
Data Processing (DA)	2,847	892	1,955	68.7	\$16,471	\$ 45,299
Office Equipment Operations (OE)	402	203	199	49.5	\$15,452	\$ 30,832
Secretarial, Stenographic Typing (ST)	13,743	154	13,589	98.9	\$15,637	\$ 38,975
CATEGORY TOTALS	67,665	11,652	56,013	82.8		
Operational						
Correctional Service (CX)	4,835	4,196	639	13.2	\$26,270	\$ 51,960
Firefighters (FR)	1,343	1,333	10	0.7	\$27,219	\$ 53,979
General Labour and Trades (GL)	14,754	14,461	293	2.0	Regional Rates	
General Services (GS)	9,381	6,496	2,885	30.8	Regional Rates	
Heat, Power and Stationary Plant Operation (HP)	1,840	1,822	18	1.0	\$23,103	\$ 46,353
Hospital Services (HS)	1,376	628	748	54.4	Regional Rates	
Lightkeepers (LI)	318	314	4	1.3	\$19,562	\$36,295
Printing Operations (Supervisory)						
(PR-SES)	1,038	681	357	34.4	\$36,449	\$ 45,890
Ship Repair (SR)	925	914	11	1.2	Regional Rates	
Ships' Crews (SC)	2,154	2,093	61	2.8	Regional Rates	
CATEGORY TOTALS	37,964	32,938	5,026	13.2		
GRAND TOTAL	215,364	122,426	92,938	43.2		

ITY

SECTION B

Calculation of the Equity Index

Chapter 3 of the Task Force Report introduced the concept of the Equity Index as a measure of “compression” — the extent to which women in a given occupational group are primarily to be found at the lower classification levels of the group. This section describes how the index is calculated.

The calculation of the Equity Index involves two steps.

STEP 1: CALCULATION OF THE PROPORTIONAL REPRESENTATION INDEX

The first step is the determination of the **Proportional Representation Index** (PRI) for the group. The algorithm for the PRI for a group having ‘n’ classification levels is as follows:

$$\begin{aligned} \text{PRI} = & \Sigma (\% \text{ women at level } 1 \times 1) + (\% \text{ women at level } 2 \times 2) \dots\dots\dots \\ & \dots + (\% \text{ women at level } n \times n) \\ & \text{divided by } \Sigma(1+2+\dots+n) \\ & \text{multiplied by } 100. \end{aligned}$$

Sample calculations of the PRI are illustrated in Tables B1 – B4. Performing these calculations involves the following steps:

1. Determine the percentage of women (column 4) at each classification level of the group under study.
2. For each level, multiply the level number (column 1) by the percentage of women at that level (column 4) to produce the factor for the level (column 5).

- 3. When this has been done for each level, add all factors to produce a total for column 5.
- 4. Add the total of all levels (column 1).
- 5. Divide the total of column 5 by the total of column 1 and multiply by 100 to express the result as a percentage. This is the Proportional Representation Index.
-

• **STEP 2: CALCULATION OF THE EQUITY INDEX**

• The ratio of the PRI to Total representation multiplied by 100 is the Equity Index for the group.

• **“FAIRNESS” OF REPRESENTATION**

• Any attempt to ascertain the “fairness” of the representation of women in a given occupational group must examine a number of factors. The first of these is the overall availability of women with the skills needed to perform the functions demanded of the group. That is, unless the labour force contains an adequate number of qualified women within a given occupational area, it is not reasonable to expect to see a high proportion of women employed in that field within the public service. Nevertheless, whatever the actual proportion of women employed in an occupational group, for representation to be equitable those women should be employed in equal proportions at **all levels** of the group.

• In terms of the Equity Index formula, the PRI must equal the total percentage representation of women in the group. That is, the ratio of the PRI to the total percentage should be 1:1 — or 100%. An index below 100 denotes that the women in that group are “compressed” into the lower working levels; the lower the index the greater the degree of compression. Conversely, an index above 100 shows that the women in that group are well represented at the upper classification levels.

SAMPLE CALCULATIONS:

Table B1 Medium Representation Rate; Balanced Distribution				
1 Level	2 Total	3 Women	4 % Women	5 Factor^a
1	2,000	1,000	50	0.5
2	1,200	600	50	1.0
3	1,000	500	50	1.5
4	600	300	50	2.0
5	400	200	50	2.5
6	200	100	50	3.0
7	100	50	50	3.5
8	50	25	50	4.0
36	5,550	2,775	50	18.0
PRI for this group = (18.0/36)*100 = 50.				
EQUITY INDEX FOR THIS GROUP = PRI/TOTAL % = (50/50)*100 = 100				
a Factor = level * % women (column 1 * column 4)				

Table B2
High Representation Rate;
Compressed Distribution

1 Level	2 Total	3 Women	4 % Women	5 Factor^a
1	2,000	1,600	80	0.8
2	1,200	960	80	1.6
3	1000	800	80	2.4
4	600	420	70	2.8
5	400	200	50	2.5
6	200	80	40	2.4
7	100	20	20	1.4
8 ^b	50	10	20	1.6
36	5,550	4,090	74	15.5

PRI for this group = $(15.5/36) \times 100 = 43$.

EQUITY INDEX FOR THIS GROUP = PRI/TOTAL % =
 $(43/74) \times 100 = 58$

(Omitting level 8: PRI = $13.9/28 \times 100 = 50$:
Equity Index = $(50/74) \times 100 = 67$)

a Factor = level * % of women (column 1 * column 4)

b Due to small number of employees, this level could be excluded from the calculation.

Table B3
Low Representation Rate;
Balanced Distribution

1 Level	2 Total	3 Women	4 % Women	5 Factor^a
1	2,000	400	20	0.2
2	1,200	240	20	0.4
3	1,000	200	20	0.6
4	600	120	20	0.8
5	400	80	20	1.0
6	200	40	20	1.2
7	100	20	20	1.4
8 ^b	50	10	20	1.6
36	5,550	1,110	20	7.2

PRI for this group = $(7.2/36) * 100 = 20$.

EQUITY INDEX FOR THIS GROUP = PRI/TOTAL % =
 $(20/20) * 100 = 100$

(Omitting level 8: PRI = $5.6/28 = 20$:
Equity Index = $(20/20) * 100 = 100$)

a Factor = level * % women (column 1 * column 4)

b Due to small number of employees, this level could be excluded from the calculation.

Table B4
Medium Representation Rate;
Compressed Distribution

1 Level	2 Total	3 Women	4 % Women	5 Factor^a
1	2,000	1,400	70	0.7
2	1,200	720	60	1.2
3	1,000	500	50	1.5
4	600	240	40	1.6
5	400	120	30	1.5
6	200	40	20	1.2
7	100	10	10	0.7
8 ^b	50	2	4	0.3
36	5,500	3,030	55	8.7

PRI for this group = $(8.7/36) * 100 = 24$

EQUITY INDEX FOR THIS GROUP = PRI/TOTAL % =
 $(24/55) * 100 = 44$

(Omitting level 8: PRI = $8.4/28 = 30$:
Equity Index = $(30/55) * 100 = 55$)

a Factor = level * % women (column 1 * column 4)

b Due to small number of employees, this level could be excluded from the calculation.

SECTION C

THE DYNAMICS

OF THE

PROMOTION/ APPOINTMENT PROCESS

A SIMULATION MODEL

SECTION C

The Dynamics of the Promotion/Appointment Process

A SIMULATION MODEL

A simulation model was developed to examine how changes to various factors [see Chapter 4] affect the proportions of women to men at each level of a group over a period of time. Assumptions made in order to keep the model simple are as follows:

- (a) The total number of employees at a given level does not change from one year to the next (i.e., no major changes in the occupational group; no major downsizing).
- (b) The overall flow rates and ratios (women:men) for the year 1988 also apply in future years.

At the heart of the model is the following balance:

$$P_I + R + O_I = P_O + D + O_O$$

where:

- P_I = Promotions into a level from the preceding level:
- R = Recruitment into the level from outside the Public Service:
- O_I = Appointments to the level from other groups in the PS:
- P_O = Promotions to the next level:
- D = Departures from the level to outside the PS:
- O_O = Departures from the level to other groups in the PS:

The model for a particular occupational group starts with a set of initial numbers of men and women at each of the levels of that group.

Estimates of the situation at year end are made for each level using the above balancing equation and factoring in:

- flow rates for each of the components of inflow and outflow, and
- the relative flow rates of women:men

The resulting proportions of men and women at each level can then serve as the input conditions for the following year, and this can be repeated as often as required.

APPLICATION OF THE MODEL

Projected changes in a particular occupational group

As an example of the use of the model, the Administrative Services (AS) Group was chosen as it is a relatively large group and is an important feeder group for the SM.

The initial conditions used for the model are shown below.

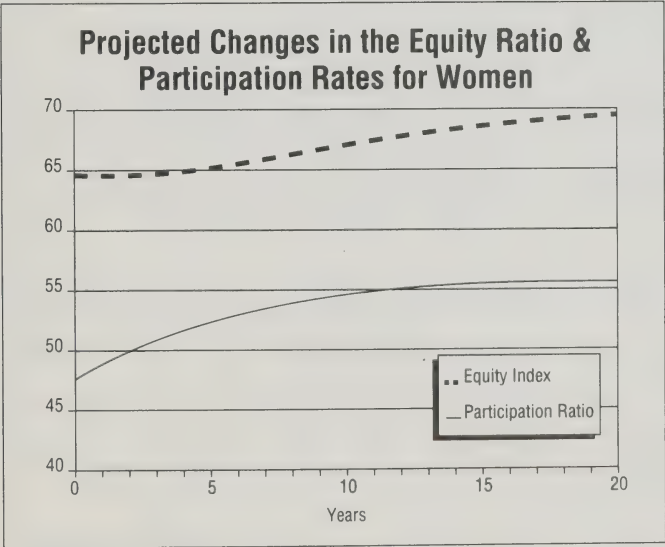
Initial Conditions											
Level	Men	Women	PR	A	RT	RGD	X	Y	YRT	B	OPS
1	487	1309	0.000	0.196	0.026	0.782	0.890	1.473	0.382	0.864	0.763
2	996	1611	0.047	0.122	0.031	0.715	1.250	2.214	0.435	1.603	1.000
3	1073	1017	0.100	0.062	0.020	0.697	1.170	1.232	0.444	1.710	0.610
4	945	585	0.120	0.041	0.024	0.958	1.340	1.750	0.467	1.452	0.949
5	927	360	0.087	0.083	0.022	0.724	1.210	0.828	0.423	0.952	0.871
6	810	205	0.077	0.077	0.018	1.268	1.420	2.350	1.933	1.660	0.661
7	507	80	0.072	0.076	0.021	1.372	1.000	1.592	1.250	3.767	1.027
8	1	0	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000
PR = Promotions into level/no. in level											
A = Appointments from other gps. into level/no. in level											
RT = Recruitments into level/no. in level											
RGD = Ratio of no. leaving for other gps./no. leaving PS											
X = Promotion rate of women/men											
Y = Appts. from other gps. rate of women/men											
YRT = Recruitment rate/rate of women/men											
B = Rate of women/men leaving level to other groups											
OPS = Rate of women/men leaving level to go outside PS											

Of interest is the fact that promotion rates and inflows from other groups tend to be significantly higher for women than men. Again the relative outflow to other groups is higher for women than men while for recruitment and departures from the public service, the reverse is generally the case. After 20 years, the projected distribution for the occupational group is as follows:

Distribution of Men and Women in the AS Group

Level	Initial		After 20 Years	
	Men	Women	Men	Women
1	487	1,309	367	1,429
2	996	1,611	835	1,772
3	1,073	1,017	828	1,262
4	945	585	76	763
5	927	360	807	480
6	810	205	673	342
7	507	80	503	84
8	1	0	1	0

In terms of participation rates of women and the Equity Index* we have the following:



* Note: $\text{Participation Rate} = 100 \times \frac{\text{no. of women}}{\text{no. of women} + \text{no. of men}}$
 $\text{Equity Index} = 100$ when the ratio of women to men is equal to the participation rate in **each** level of the occupational group.

BASIS OF THE MODEL

$$M(I,J) = \text{PRINM}(I) + \text{OTGINM}(I) + \text{RINM}(I) - \text{PROUTM}(I) \\ - \text{OGOUTM}(I) + \text{OUTPSM}(I) + M(I,JST)$$

$$W(I,J) = \text{PRINW}(I) + \text{OTGINW}(I) + \text{RINW}(I) - \text{PROUTW}(I) \\ - \text{OGOUTW}(I) - \text{OUTPSW}(I) = W(I,JST)$$

Note the letter M at the end of the variable indicates Men and W indicates Women.

Equivalent equations to those presented below for women, apply to men.

$W(I,J)$ = Number of women in level I at time J

$W(I,JST)$ = Number of women in level I at time J-1

$\text{PRINW}(I)$ = Promotions into level I

$\text{OTGINW}(I)$ = Inflows from other groups into level I

$\text{RINW}(I)$ = Recruitment to level I

$\text{PROUTW}(I)$ = Promotion out of level I

$\text{OGOUTW}(I)$ = Outflows to other groups from level I

$\text{OUTPSW}(I)$ = Departures from level I to outside the Public Service

$\text{PRINW}(I) = (M(I,JST) + W(I,JST)) * P(I) * W(IST, JST) * \\ X(IST) / M(IST, JST) + W(IST, JST) * X(IST))$

$\text{PRINM}(I) = (M(I,JST) + W(I,JST)) * P(I) * M(IST, JST) / \\ M(IST, JST) + W(IST, JST) * X(IST))$

where $P(I)$ = No. of promotions into level/No. in level

$X(IST)$ = Relative promotion rate of women compared with men from level I-1.

$\text{OTGINW}(I) = (M(I,JST) + W(I,JST)) * A(I) * W(I,1) * Y(I) / \\ (M(I,1) + W(I,1) * Y(I))$

$\text{OTGINM}(I) = (M(I,JST) + W(I,JST)) * A(I) * M(I,1) / M(I,1) + \\ W(I,1) + Y(I)$

where $A(I)$ = No. of people entering level from other groups/ No. in level

$Y(I)$ = Relative inflow rate of women compared with men to level I

RINW(I)	= (M(I,JST) + W(I,JST)) * RT(I) * W(I,1) * YRT(I) / (M(I,1) + W(I,1) * YRT(I))	.
RINM(I)	= (M(I,JST) + W(I,JST)) * RT(I) * M(I,1) / (M(I,1) + W(I,1) * YRT(I))	.
where RT(I)	= No. of people recruited into level I from outside the P.S./No. of people in level I	.
YRT(I)	= Relative recruitment rate of women compared with men entering level I	.
PROUTW(I)	= (M(IZ,JST) + W(IZ,JST)) * P(IZ) * W(I,JST) * X(I) / (M(I,JST) + W(I,JST) * X(I))	.
PROUTM(I)	= (M(IZ,JST) + W(IZ,JST)) * P(IZ) * M(I,JST) / (M(I,JST) + W(I,JST) * X(I))	.
where P(IZ)	= No. of people promoted into level I + 1 / No. of people in level I + 1	.
X(I)	= Relative promotion rate of women compared with men from level I	.
OUTPSW(I)	= (PRINM(I) + PRINW(I) + OTGINM(I) + OTGINW(I) + RINM(I) + RINW(I) - PROUTM(I) - PROUTW(I)) * (1 / (1 + RGO(I))) * W(I,JST) * OPS(I) / (M(I,JST) + W(I,JST) * OPS(I))	.
OUTPSM(I)	= (PRINM(I) + PRINW(I) + OTGINM(I) + OTGINW(I) + RINM(I) + RINW(I) - PROUTM(I) - PROUTW(I)) * (1 / (1 + RGO(I))) * M(I,JST) / (M(I,JST) + W(I,JST) * OPS(I))	.
where RGO(I)	= Ratio of No. of people leaving for other groups / No. leaving Public Service	.
OPS(I)	= Relative rate of women compared with men leaving the Public Service from level (I)	.
OGOUTW(I)	= (PRINM(I) + PRINW(I) + OTGINM(I) + OTGINW(I) + RINM(I) + RINW(I) - PROUTM(I) - PROUTW(I)) * (RGO(I) / (1 + RGO(I))) * W(I,JST) * B(I) / (M(I,JST) + W(I,JST) * B(I))	.
where B(I)	= Relative rate of women compared with men leaving level I for other groups.	.

SECTION D

THE QUESTIONNAIRE SURVEY

(1) SURVEY FORM DESIGN

SECTION D

Questionnaire Survey: The Survey Form Design Process

OBJECTIVES OF THE SURVEY

As with much social research, the bedrock of the Task Force's research effort was a survey. The opinions of public servants are of obvious importance in analyzing an issue such as barriers to advancement. A barrier that exists "only in the mind" can be a very real barrier, and the way in which it is perceived can determine whether it is surmountable or not. This was illustrated clearly during the "pioneer and pathfinder" interviews, where women who had successfully surmounted all obstacles in their paths insisted that they had not encountered any **barriers**, but readily admitted that they had occasionally come up against **hurdles** to be taken in their stride.

In addition to exploring the opinions of public servants, the Task Force needed to obtain statistical data relating to the movement of women over time. While some of this information could be extracted from existing government files, much of it could not. An important added advantage of obtaining such data by means of a survey is that it allows the analysts to correlate the opinions of public servants with movement over time.

The design, administration and analysis of the survey was conducted on behalf of the Task Force by Statistics Canada.

THE NATURE OF THE SURVEY

The mandate of the Task Force was to study barriers to women. To do so, it was necessary to determine whether any barriers identified applied equally to men. Thus each element of the research program contained an appropriate control sample of men. For the survey, the questionnaire was titled simply: "Barriers to Advancement in the Public Service" and was sent to men and women in approximately equal numbers.

SURVEY DESIGN

Survey form content

A prime consideration in designing a questionnaire survey is the size of the form. On the one hand, it is important to ensure that all pertinent questions are included in the form. The cost of adding an extra question to a form is negligible in terms of the additional administrative costs (typesetting, printing, distribution, etc.) while the cost of **omitting** a key question can be exorbitant (in extreme cases it can involve having to repeat the survey). On the other hand, it is important to remember that respondents must go to some time and trouble to complete and return the form. If the form becomes too long, complex and time-consuming people will simply not complete it, and the rate of return can drop below the point at which the survey is statistically credible. It is therefore crucially important to ensure that the survey form includes all of the key questions, but no more.

To ensure that the questionnaire hit the right balance, Statistics Canada built into the design phase a series of focus groups. A focus group is essentially a carefully monitored discussion group, in which a skilled moderator channels the group's discussion along desired lines. The objective of the focus groups was to determine the "hot issues" relating to the advancement of women in the federal public service; issues which would then be examined in greater detail by means of the questionnaire survey.

The focus groups

Most of the 13 focus group sessions took place during December 1988. Seven of the groups consisted of women only, while six were mixed. Four of the 13 sessions were in French and nine in English. The sessions involved a range of departments and included participants from the national capital area as well as various regions. Participants were selected at random by Statistics Canada.

Although the results of the focus groups cannot be considered to be statistically representative of the public service as a whole, the groups did identify a number of key concerns relating to employment equity for women in the federal government, and barriers to its achievement. The groups also offered a range of comments relating to the nature of the barriers, and the perceptions of people working within the federal bureaucracy. These observations served as a major source of input to the questionnaire design. Some of the key observations of the focus groups are summarized below.

General Perceptions

There was an overall sense that the Government has made progress, but still has a way to go in identifying and removing barriers. The obvious barriers have been identified and removed, but the barriers that remain are subtle. Some participants expressed the point of view that a segment of Senior Management pays lip-service to employment equity while finding subtle ways around it. For example, “inappropriate” (personal) questions are rarely asked at selection interviews but management still finds the answers to such questions by alternative means. The more senior the manager, the more he can get away with discrimination.

Large differences were noted between the national capital area and regional reactions. Smaller differences emerged among the different regions. The unions received more credit than management for progress to date in achieving employment equity.

Specific Perceptions

Staffing:

- Hiring boards discriminate against pregnant women.
- Women must be more qualified than men to be selected.
- Boards still consider women to be primarily responsible for child care, therefore, less free to travel, work overtime, relocate if needed.
- Many jobs are still stereotyped as “male” or “female.” Importantly, many people still consider management as a “male” preserve.
- Men **and** women stereotype.

Training and career planning:

- Training is limited for everyone due to government restraints, but more training is available for senior staff; therefore for **men**.
- Advancement opportunities are limited for everyone due to restraint.
- Advancement for men and women is limited by linguistic ability. There is a strong perception that the careers of men and women are limited by language requirements. “It is not enough to speak French; you have to be Francophone.”

Promotability:

- Women are moved up the career ladder before they are ready due to “equity” considerations (targets and quotas). This has allowed mediocre women to get ahead.

- Women who move ahead in non-traditional areas are viewed with resentment and suspicion. Some people assume that the gender of these women played a greater role in their advancement than their merit and abilities.
- Although women support equity programs, they want promotions to be clearly related to their demonstrated abilities.
- Mentoring and networking are critical factors in career advancement. Men's networks and mentor systems are long established while women tend to be excluded. Some management women are not prepared to help other women by mentoring, etc.
- There is a "narrow band of acceptable behaviour" for women in management.

Perceptions of equality:

- There are great variations from one department to another, from region to region within a department, and among individuals within a department.
- Some men feel that **they** are now the victims of discrimination because of employment equity programs. They feel that women receive preferential treatment, and they resent this.
- Favouritism is commonplace, but relates to personality rather than gender.

Perceptions of Senior Management:

- Senior Management's attitudes towards employment equity vary by department and individual.
- Many older men are perceived as having "old fashioned" attitudes towards women. Such attitudes are also related to cultural background.
- Senior Management overtly supports equity programs (several people added ..."only because they have no choice in the matter") but for some it is strictly a question of "lip-service."

Family and child-care responsibilities:

- Family responsibilities are still seen as primarily the woman's concern.

- There are still a number of administrative obstacles (for example, family leave programs, pension coverage, job sharing and part-time employment).
- Day-care is still a hot issue.¹

Other comments:

- “Success” needs to be redefined in our modern environment. In view of today’s restricted growth in the public service and an increasing understanding of the need to balance career and family responsibilities, the old definitions no longer apply.
- There is a significant morale problem (not necessarily relating to equity considerations) that surfaced in these meetings.
- “The Federal Public Service is like a National Parks Forest: We’re all growing older together.”

SURVEY RETURNS

Twenty thousand public servants (approximately equal numbers of men and women) received the questionnaire in July 1989. The first completed questionnaires began arriving within days of their distribution. Statistics Canada received the bulk of the returns during July and August, but completed questionnaires continued to come in throughout the fall.

In total, Statistics Canada received 12,044 completed questionnaires. Of this total, 6,082 were from women and 5,962 from men. By examining the responses, the Statistics Canada team established that the survey would produce reliable data, free from any significant bias.

Perhaps even more indicative of the importance attached to the survey is the fact that 60% of the respondents not only answered the specific questions, but chose to add narrative text of their own. This rate of “write-in” responses is the highest ever seen by the Statistics Canada team in a survey of this nature.

Analysis of questionnaire returns was completed in mid-December 1989.

¹ The Task Force decided that this issue was too large to be examined simply as one element of the present study. Since the issue is being addressed elsewhere within the federal government the Task Force resolved that while family care would be acknowledged as a barrier to women, research resources would not be devoted to a study of the issue.

SECTION D

THE QUESTIONNAIRE SURVEY

(2) THE QUESTIONNAIRE

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE

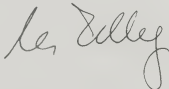
Dear Respondent

As Canada's largest employer, the federal government is committed to ensuring that the process by which individuals are selected for advancement is fair and equitable. This questionnaire will collect information on the attitudes, perceptions and views of public servants on barriers they may have encountered during the course of their public service careers. Information from the survey will enable the government to better understand the process by which individuals advance in the public service, with the objective of recommending changes to improve the situation in the future.

The survey is being conducted on behalf of the Task Force on Barriers to Women in the Public Service under the authority of the Statistics Act, which guarantees that your information will be kept confidential and will be used for statistical purposes only. Under no circumstances will Statistics Canada release any information about you as an individual to anyone, including the Task Force itself. All statistical tables will be screened by Statistics Canada to ensure that they do not reveal anyone's identity.

The sample for this survey has been carefully selected to represent men and women from all departments and agencies, all groups and classification levels and all geographic areas of the country. Please take a few minutes to complete the questionnaire before June 23, 1989. Even if you haven't personally experienced discrimination in your public service career, your reply is essential if the results are to provide a fair representation of the views and experiences of all public servants. Results of the survey will be incorporated in the report of the Task Force which will be presented to the President of the Treasury Board in the fall of this year. Statistical summaries will also be published by Statistics Canada after the Task Force Report.

Thank you for your cooperation and assistance.



Ivan P. Fellegi
Chief Statistician of Canada

How to complete the questionnaire

A

Answer the questions by:

 Marking a circle ☒

 OR Entering a number in a box **05**

 OR Printing in a box **A B C D E F**

B

After you have completed the questionnaire, place it in the postage-paid return envelope and drop it in the mail

CONFIDENTIAL WHEN COMPLETED

AUTHORITY: collected under authority of the Statistics Act, Revised Statutes of Canada, 1985, Chapter S19.

MOST RECENT HIRING IN THE PUBLIC SERVICE

1. When were you hired into the federal public service? If you left the public service at some point in time, report the date on which you most recently were hired.

Month Year 19

2. What was the department and classification of the position into which you were hired?

(e.g. — Department: DND, Group CR, Sub-Group 000, Level 04
— Department: Agriculture, Group ST, Sub-group SCY, Level 03)

Department

Gr. S-gr. Lev.

Classification:

Questions 3 to 10 refer to the position you identified in question 2.

3. In which city and province/territory was the position?

City

Province/Territory:

- | | | | |
|---------------------------------------------------|--------------------------|-----------------------------|--------------------------|
| Newfoundland | 01 <input type="radio"/> | Manitoba | 08 <input type="radio"/> |
| Prince Edward Island | 02 <input type="radio"/> | Saskatchewan | 09 <input type="radio"/> |
| Nova Scotia | 03 <input type="radio"/> | Alberta | 10 <input type="radio"/> |
| New Brunswick | 04 <input type="radio"/> | British Columbia | 11 <input type="radio"/> |
| The National Capital Region | 05 <input type="radio"/> | Yukon | 12 <input type="radio"/> |
| Quebec (excl. the National Capital Region) | 06 <input type="radio"/> | Northwest Territories | 13 <input type="radio"/> |
| Ontario (excl. the National Capital Region) | 07 <input type="radio"/> | Outside Canada | 14 <input type="radio"/> |

4. What was your employee status in the position?

- Indeterminate (permanent) full-time
- Indeterminate (permanent) part-time
- Term, 6 months or less
- Term, more than 6 months
- Seasonal or casual

5. How did you first find out about the position? (Mark one only)

- Advertisement / media
- Public Service Commission inventory
- While working on contract in the public service
- The person responsible for filling the position told me about it
- Friends in the public service told me about it
- Job posting in a government office
- While working in the public service for a placement agency
- An executive search company approached me
- A placement agency told me
- University/college/institute recruitment
- Canada Employment Centre
- Do not remember
- Other, please specify

6. What was the highest grade or level of education you had completed when you got the position?

- Less than high school 1 ☐ Go to 8
- Completed secondary 2 ☐
- Completed community college, technical college, CEGEP, nurse's training 3 ☐
- Completed bachelor's degree (e.g. B.A., B.Sc., B.A.Sc., 4 year B.Ed.) 4 ☐
- Completed degree in medicine, dentistry, veterinary medicine or optometry 5 ☐
- Completed master's degree (e.g. M.A., M.D.) 6 ☐
- Completed doctorate (e.g. Ph.D.) 7 ☐

7. Please indicate the major field of study of your highest degree at the time.

- Education 01 ☐
- Physical education, recreation and leisure 02 ☐
- Fine, performing and applied arts 03 ☐
- Business administration, commerce, finance, accounting and related 04 ☐
- Social sciences, humanities and related (including Library science) 05 ☐
- Law 06 ☐
- Agricultural and biological sciences 07 ☐
- Engineering and applied sciences (including Forestry and Architecture) 08 ☐
- Nursing 09 ☐
- Health professions and occupations excluding nursing 10 ☐
- Mathematics, physical sciences, computer science and related 11 ☐

8. What was your marital status at the time?

- Married (incl. common-law/partner) 1 ☐
- Single 2 ☐
- Widowed 3 ☐
- Separated or divorced 4 ☐

9. Including yourself, how many people were living in your home at the time? 1 person(s)

- How many were 5 years or under? 2
- 6 to 11 years old? 3
- 12 to 17 years old? 4
- 18 to 64 years old? 5
- 65 years and over? 6

10. How many were persons with a disability? None ☐ OR person(s)

11. Since your most recent hiring into the public service, have you taken a paid or unpaid leave of absence, or been away from work for three consecutive months (13 weeks) or longer?

Yes ☐ No ☐ → Go to 14

12. How many such absences have you had? absence(s)

We would like you to provide some additional information about the most recent absences of three or more months. Start with the most recent. (Space is allowed for up to four).

13.	Start Date	End Date	COMPENSATION FROM DEPARTMENT	REASON																
Absence 1.	1 <table border="1"><tr><td></td><td></td><td></td><td></td></tr><tr><td>M</td><td>M</td><td>Y</td><td>Y</td></tr></table>					M	M	Y	Y	2 <table border="1"><tr><td></td><td></td><td></td><td></td></tr><tr><td>M</td><td>M</td><td>Y</td><td>Y</td></tr></table>					M	M	Y	Y	Yes full pay 01 <input type="radio"/>	Maternity/paternity/parental leave following the birth or the adoption of a child 13 <input type="radio"/> Leave for the care and nurturing of preschool age children 14 <input type="radio"/> Education leave 15 <input type="radio"/> Long term disability or sick leave 16 <input type="radio"/> Language training 17 <input type="radio"/> Other, please specify 18 <input type="radio"/> _____ _____
	M	M	Y	Y																
M	M	Y	Y																	
		Yes partial pay 02 <input type="radio"/>																		
		No compensation 03 <input type="radio"/>																		
Absence 2.	3 <table border="1"><tr><td></td><td></td><td></td><td></td></tr><tr><td>M</td><td>M</td><td>Y</td><td>Y</td></tr></table>					M	M	Y	Y	4 <table border="1"><tr><td></td><td></td><td></td><td></td></tr><tr><td>M</td><td>M</td><td>Y</td><td>Y</td></tr></table>					M	M	Y	Y	Yes full pay 04 <input type="radio"/>	Maternity/paternity/parental leave following the birth or the adoption of a child 21 <input type="radio"/> Leave for the care and nurturing of preschool age children 22 <input type="radio"/> Education leave 23 <input type="radio"/> Long term disability or sick leave 24 <input type="radio"/> Language training 25 <input type="radio"/> Other, please specify 26 <input type="radio"/> _____ _____
	M	M	Y	Y																
M	M	Y	Y																	
		Yes partial pay 05 <input type="radio"/>																		
		No compensation 06 <input type="radio"/>																		
Absence 3.	5 <table border="1"><tr><td></td><td></td><td></td><td></td></tr><tr><td>M</td><td>M</td><td>Y</td><td>Y</td></tr></table>					M	M	Y	Y	6 <table border="1"><tr><td></td><td></td><td></td><td></td></tr><tr><td>M</td><td>M</td><td>Y</td><td>Y</td></tr></table>					M	M	Y	Y	Yes full pay 07 <input type="radio"/>	Maternity/paternity/parental leave following the birth or the adoption of a child 31 <input type="radio"/> Leave for the care and nurturing of preschool age children 32 <input type="radio"/> Education leave 33 <input type="radio"/> Long term disability or sick leave 34 <input type="radio"/> Language training 35 <input type="radio"/> Other, please specify 36 <input type="radio"/> _____ _____
	M	M	Y	Y																
M	M	Y	Y																	
		Yes partial pay 08 <input type="radio"/>																		
		No compensation 09 <input type="radio"/>																		
Absence 4.	7 <table border="1"><tr><td></td><td></td><td></td><td></td></tr><tr><td>M</td><td>M</td><td>Y</td><td>Y</td></tr></table>					M	M	Y	Y	8 <table border="1"><tr><td></td><td></td><td></td><td></td></tr><tr><td>M</td><td>M</td><td>Y</td><td>Y</td></tr></table>					M	M	Y	Y	Yes full pay 10 <input type="radio"/>	Maternity/paternity/parental leave following the birth or the adoption of a child 41 <input type="radio"/> Leave for the care and nurturing of preschool age children 42 <input type="radio"/> Education leave 43 <input type="radio"/> Long term disability or sick leave 44 <input type="radio"/> Language training 45 <input type="radio"/> Other, please specify 46 <input type="radio"/> _____ _____
	M	M	Y	Y																
M	M	Y	Y																	
		Yes partial pay 11 <input type="radio"/>																		
		No compensation 12 <input type="radio"/>																		
14. Since your most recent hiring, have you worked part-time or shared a job in the public service? Yes 1 <input type="radio"/> → How long? Less than a year 98 <input type="radio"/> OR <table border="1"><tr><td></td><td></td></tr><tr><td>year(s)</td></tr></table> No 2 <input type="radio"/>							year(s)													
year(s)																				
15. In total, how many different positions have you had in the public service since your most recent hiring? <table border="1"><tr><td></td><td></td></tr><tr><td>position(s)</td></tr></table>							position(s)													
position(s)																				
16. Are you still employed in the same position you identified in question 2, in the same group and at the same level? Yes 1 <input type="radio"/> → Go to 22 No 2 <input type="radio"/>																				

PRESENT POSITION

17. What is your current department and classification?

Department

Gr. S-gr. Lev.
Classification:

18. What was the date you started in your current position in the federal public service?

Month Year 19

19. In which city and province/territory are you working?

City

Province/Territory:

- | | | | |
|-------------------------------------------------------|--------------------------|---------------------------------|--------------------------|
| Newfoundland | 01 <input type="radio"/> | Manitoba | 08 <input type="radio"/> |
| Prince Edward Island | 02 <input type="radio"/> | Saskatchewan | 09 <input type="radio"/> |
| Nova Scotia | 03 <input type="radio"/> | Alberta | 10 <input type="radio"/> |
| New Brunswick | 04 <input type="radio"/> | British Columbia | 11 <input type="radio"/> |
| The National Capital Region | 05 <input type="radio"/> | Yukon | 12 <input type="radio"/> |
| Quebec (excl. the National Capital Region) | 06 <input type="radio"/> | Northwest Territories | 13 <input type="radio"/> |
| Ontario (excl. the National Capital Region) | 07 <input type="radio"/> | | |

20. What is your employee status in this position?

- Indeterminate (permanent) full-time 1 ☐
- Indeterminate (permanent) part-time 2 ☐
- Term, 6 months or less 3 ☐
- Term, more than 6 months 4 ☐
- Seasonal 5 ☐

21. Which one of the following describes how you got the position? (Mark one only)

- (a) By internal competition (winning or qualifying) 01 ☐
- Before the competition were you:
- Acting in the position? Yes 3 ☐ No 4 ☐
- Seconded to the position? Yes 5 ☐ No 6 ☐
- Underfill in the position? Yes 7 ☐ No 8 ☐
- (b) Appointment without competition 02 ☐
- (c) Promotion after reclassification of the position 03 ☐
- (d) Promotion after appointment to a level lower than the position (underfill) 04 ☐
- (e) Transfer 05 ☐
- (f) Appointment from priority/lay-off list 06 ☐
- (g) Change from term to indeterminate 07 ☐
- (h) Term renewed 08 ☐
- (i) Seconded into the position 09 ☐
- (j) Acting in the position 10 ☐
- (k) On SAP, CAP, TAP or CAD 11 ☐
- (l) In the Executive Exchange, Interchange Canada or International Programs 12 ☐
- (m) Other, please specify 13 ☐

22. How important do you think each of the following was in getting your current position? Mark the appropriate circle.

	Very Important	Somewhat Important	Not very Important	Not at all Important	N/A
(01) Educational qualifications	01 <input type="radio"/>	02 <input type="radio"/>	03 <input type="radio"/>	04 <input type="radio"/>	05 <input type="radio"/>
(02) Opportunity to act in the position prior to appointment	06 <input type="radio"/>	07 <input type="radio"/>	08 <input type="radio"/>	09 <input type="radio"/>	10 <input type="radio"/>
(03) Access to appropriate training for this position	11 <input type="radio"/>	12 <input type="radio"/>	13 <input type="radio"/>	14 <input type="radio"/>	15 <input type="radio"/>
(04) Developmental assignments prepared me for the job	16 <input type="radio"/>	17 <input type="radio"/>	18 <input type="radio"/>	19 <input type="radio"/>	20 <input type="radio"/>
(05) Having appropriate skills in the other official language	21 <input type="radio"/>	22 <input type="radio"/>	23 <input type="radio"/>	24 <input type="radio"/>	25 <input type="radio"/>
(06) Having the strength to perform physical work	26 <input type="radio"/>	27 <input type="radio"/>	28 <input type="radio"/>	29 <input type="radio"/>	30 <input type="radio"/>
(07) Being a member of an Employment Equity target group (visible minority, woman, aboriginal person or person with disabilities)	31 <input type="radio"/>	32 <input type="radio"/>	33 <input type="radio"/>	34 <input type="radio"/>	35 <input type="radio"/>
(08) Social/informal contacts with managers in the department/agency/branch	36 <input type="radio"/>	37 <input type="radio"/>	38 <input type="radio"/>	39 <input type="radio"/>	40 <input type="radio"/>
(09) Social/informal contacts with personnel staff in the department/agency/branch	41 <input type="radio"/>	42 <input type="radio"/>	43 <input type="radio"/>	44 <input type="radio"/>	45 <input type="radio"/>
(10) Had a senior person/mentor looking out for my interests	46 <input type="radio"/>	47 <input type="radio"/>	48 <input type="radio"/>	49 <input type="radio"/>	50 <input type="radio"/>
(11) Acquaintance/friendship with other employees in the department	51 <input type="radio"/>	52 <input type="radio"/>	53 <input type="radio"/>	54 <input type="radio"/>	55 <input type="radio"/>
(12) Previous work experience	56 <input type="radio"/>	57 <input type="radio"/>	58 <input type="radio"/>	59 <input type="radio"/>	60 <input type="radio"/>
(13) Other, please specify	61 <input type="radio"/>	62 <input type="radio"/>	63 <input type="radio"/>	64 <input type="radio"/>	65 <input type="radio"/>

23. From the factors you identified in question 22, which three were the most important? Please enter the appropriate numbers.

1

2

3

WORK ASSESSMENT

24. Did you want or request a promotion in the last three years? Yes ☐ No ☐ → Go to 27

25. People are sometimes denied a promotion for reasons that have nothing to do with their skills, qualifications or experience. In the last three years, do you think you missed out on a **PROMOTION** for any of the following reasons? (Mark all that apply)

BECAUSE:

- (01) My manager/supervisor did not think I was ready 01 ☐
- (02) My manager/supervisor did not want to have to replace me 02 ☐
- (03) My manager/supervisor did not give me information about the job 03 ☐
- (04) My manager/supervisor would not support my application 04 ☐
- (05) I did not get along with my supervisor 05 ☐
- (06) I did not want to work overtime/set hours/shifts 06 ☐
- (07) I was too young 07 ☐
- (08) I was too old 08 ☐
- (09) I was pregnant or I was planning to become pregnant 09 ☐
- (10) I am a woman 10 ☐
- (11) I am a man 11 ☐
- (12) I am a member of a visible minority group 12 ☐
- (13) I am a person with disabilities 13 ☐
- (14) I am an aboriginal person 14 ☐
- (15) I wanted a job for which they would not normally hire a woman 15 ☐
- (16) I wanted a job for which they would not normally hire a man 16 ☐
- (17) I had young children or other dependents at home 17 ☐
- (18) I worked part-time/I shared a job 18 ☐
- (19) I was divorced/separated 19 ☐
- (20) I was a single parent 20 ☐
- (21) I objected to sexual harassment 21 ☐
- (22) I had taken maternity/paternity/parental or child care leave 22 ☐
- (23) I had taken education/language training leave 23 ☐
- (24) I had taken long term disability/sick leave 24 ☐
- (25) I am an anglophone 25 ☐
- (26) I am a francophone 26 ☐
- (27) I could not relocate 27 ☐
- (28) I was "not part of the group" 28 ☐
- (29) I was unable to travel 29 ☐
- (30) Other, please specify 30 ☐

26. Of the reasons you marked in question 25, which three were the most important? Please enter the appropriate numbers.

1

2

3

27. Did you want or request a developmental opportunity (such as secondment, new project with high profile, training, etc.) in the last three years?

Yes ☐

No ☐ → Go to 30

28. People are sometimes denied access to a developmental opportunity (such as secondment, new project with high profile, training, etc.) for reasons that have nothing to do with their potential for advancement. In the last three years, do you think you did not have access to a **DEVELOPMENTAL OPPORTUNITY** for any of the following reasons? (Mark all that apply)

BECAUSE:

(01) My manager/supervisor did not think I was ready 01 ☐

(02) My manager/supervisor did not want to have to replace me 02 ☐

(03) My manager/supervisor did not give me information 03 ☐

(04) My manager/supervisor would not support my application 04 ☐

(05) I did not get along with my supervisor 05 ☐

(06) I did not want to work overtime/set hours/shifts 06 ☐

(07) I was too young 07 ☐

(08) I was too old 08 ☐

(09) I was pregnant or I was planning to become pregnant 09 ☐

(10) I am a woman 10 ☐

(11) I am a man 11 ☐

(12) I am a member of a visible minority group 12 ☐

(13) I am a person with disabilities 13 ☐

(14) I am an aboriginal person 14 ☐

(15) I wanted a job for which they would not normally hire a woman 15 ☐

(16) I wanted a job for which they would not normally hire a man 16 ☐

(17) I had young children or other dependents at home 17 ☐

(18) I worked part-time/I shared a job 18 ☐

(19) I was divorced/separated 19 ☐

(20) I was a single parent 20 ☐

(21) I objected to sexual harassment 21 ☐

(22) I had taken maternity/paternity/parental or child care leave 22 ☐

(23) I had taken education/language training leave 23 ☐

(24) I had taken long term disability/sick leave 24 ☐

(25) I am an anglophone 25 ☐

(26) I am a francophone 26 ☐

(27) I could not relocate 27 ☐

(28) I was "not part of the group" 28 ☐

(29) I was unable to travel 29 ☐

(30) Other, please specify 30 ☐

29. Of the reasons you marked in question 28, which three are the most important? Please enter the appropriate numbers.

1

2

3

30. Which of the following best represents your plans for the next three to five years? (Mark one only)

31. Why do you want this change? (Mark all that apply)

32. Why are you not seeking a change? (Mark all that apply)

33. Of the reasons you marked in question 32, which three are the most important? Please enter the appropriate numbers.

3 |

34. What do you think would help you most in overcoming possible barriers to your advancement in the public service?

GENERAL ISSUES

35. Here are some perceptions of people working in the public service. For each statement listed below, mark the circle that best describes your opinion.

	Strongly Agree	Slightly Agree	Slightly Disagree	Strongly Disagree	No Opinion
(1) There are better job opportunities in the public service if you come from the outside	001 <input type="radio"/>	002 <input type="radio"/>	003 <input type="radio"/>	004 <input type="radio"/>	005 <input type="radio"/>
(2) Positions are often posted after the department/agency has already identified the person they want to fill the position	006 <input type="radio"/>	007 <input type="radio"/>	008 <input type="radio"/>	009 <input type="radio"/>	010 <input type="radio"/>
(3) Francophones get ahead more easily	011 <input type="radio"/>	012 <input type="radio"/>	013 <input type="radio"/>	014 <input type="radio"/>	015 <input type="radio"/>
(4) There are not enough vacant positions opening up in the public service	016 <input type="radio"/>	017 <input type="radio"/>	018 <input type="radio"/>	019 <input type="radio"/>	020 <input type="radio"/>
(5) Men and women are treated in the same way in my department	021 <input type="radio"/>	022 <input type="radio"/>	023 <input type="radio"/>	024 <input type="radio"/>	025 <input type="radio"/>
(6) Men and women are treated in the same way in the public service	026 <input type="radio"/>	027 <input type="radio"/>	028 <input type="radio"/>	029 <input type="radio"/>	030 <input type="radio"/>
(7) Even though I have the skills to do a certain job, I know I won't get some jobs without a university degree	031 <input type="radio"/>	032 <input type="radio"/>	033 <input type="radio"/>	034 <input type="radio"/>	035 <input type="radio"/>
(8) Men make better managers than women do	036 <input type="radio"/>	037 <input type="radio"/>	038 <input type="radio"/>	039 <input type="radio"/>	040 <input type="radio"/>
(9) Employment equity and affirmative action programmes give women an unfair career advantage when the public service is downsizing	041 <input type="radio"/>	042 <input type="radio"/>	043 <input type="radio"/>	044 <input type="radio"/>	045 <input type="radio"/>
(10) When being considered for a job, it is a disadvantage to have family responsibilities	046 <input type="radio"/>	047 <input type="radio"/>	048 <input type="radio"/>	049 <input type="radio"/>	050 <input type="radio"/>
(11) Women who are pregnant should not apply for competitions in the public service	051 <input type="radio"/>	052 <input type="radio"/>	053 <input type="radio"/>	054 <input type="radio"/>	055 <input type="radio"/>
(12) Raising children should be a woman's responsibility	056 <input type="radio"/>	057 <input type="radio"/>	058 <input type="radio"/>	059 <input type="radio"/>	060 <input type="radio"/>
(13) Women have to be more qualified than men to be promoted	061 <input type="radio"/>	062 <input type="radio"/>	063 <input type="radio"/>	064 <input type="radio"/>	065 <input type="radio"/>
(14) Women in the public service come up against an invisible barrier once they get to a certain level	066 <input type="radio"/>	067 <input type="radio"/>	068 <input type="radio"/>	069 <input type="radio"/>	070 <input type="radio"/>
(15) People get ahead because of who they know	071 <input type="radio"/>	072 <input type="radio"/>	073 <input type="radio"/>	074 <input type="radio"/>	075 <input type="radio"/>
(16) People quit the public service rather than repay pension contributions after extended leave	076 <input type="radio"/>	077 <input type="radio"/>	078 <input type="radio"/>	079 <input type="radio"/>	080 <input type="radio"/>
(17) Unions are more supportive than management on issues related to employment equity	081 <input type="radio"/>	082 <input type="radio"/>	083 <input type="radio"/>	084 <input type="radio"/>	085 <input type="radio"/>
(18) Women have been placed in positions beyond their expertise and training because of the employment equity program	086 <input type="radio"/>	087 <input type="radio"/>	088 <input type="radio"/>	089 <input type="radio"/>	090 <input type="radio"/>
(19) Women should not expect to be placed in management positions that have usually been held by men	091 <input type="radio"/>	092 <input type="radio"/>	093 <input type="radio"/>	094 <input type="radio"/>	095 <input type="radio"/>
(20) People are too sensitive about sexist jokes in the workplace	096 <input type="radio"/>	097 <input type="radio"/>	098 <input type="radio"/>	099 <input type="radio"/>	100 <input type="radio"/>
(21) Some jobs are more suited to skills that men have, while some jobs are more suited to women	101 <input type="radio"/>	102 <input type="radio"/>	103 <input type="radio"/>	104 <input type="radio"/>	105 <input type="radio"/>
(22) Men have an advantage because they have more role models than women do	106 <input type="radio"/>	107 <input type="radio"/>	108 <input type="radio"/>	109 <input type="radio"/>	110 <input type="radio"/>
(23) The rules of behaviour in this workplace are much more relaxed for men than for women	111 <input type="radio"/>	112 <input type="radio"/>	113 <input type="radio"/>	114 <input type="radio"/>	115 <input type="radio"/>
(24) Managers and supervisors in the public service are often sexist	116 <input type="radio"/>	117 <input type="radio"/>	118 <input type="radio"/>	119 <input type="radio"/>	120 <input type="radio"/>

GENERAL INFORMATION

Questions 36 to 46 refer to your current situation

36. Sex	Male <input type="radio"/>	Female <input type="radio"/>
37. First official language?	English <input type="radio"/>	French <input type="radio"/>
38. Year of birth?	19 <input type="text"/>	
39. Marital status?		
Married (incl. common-law/partner)	<input type="radio"/>	
Single	<input type="radio"/>	
Widowed	<input type="radio"/>	
Separated or divorced	<input type="radio"/>	
40. Including yourself, how many people are living in your home?	1 <input type="text"/> person(s)	
How many are	5 years or under? <input type="text"/>	
	6 to 11 years old? <input type="text"/>	
	12 to 17 years old? <input type="text"/>	
	18 to 64 years old? <input type="text"/>	
	65 years and over? <input type="text"/>	
41. How many are persons with a disability?	None <input type="radio"/>	OR <input type="text"/> person(s)
42. What is the highest grade or level of education you have completed?		
Less than high school	<input type="radio"/>	
Completed secondary	<input type="radio"/>	
Completed community college, technical college, CEGEP, nurse's training	<input type="radio"/>	
Completed bachelor's degree (e.g. B.A., B.Sc., B.A.Sc., 4 year B.Ed.)	<input type="radio"/>	
Completed degree in medicine, dentistry, veterinary medicine or optometry	<input type="radio"/>	
Completed master's degree (e.g. M.A., M.D.)	<input type="radio"/>	
Completed doctorate (e.g. Ph.D.)	<input type="radio"/>	
Go to 44		
43. Please indicate the major field of study of your highest degree.		
Education	<input type="radio"/>	
Physical education, recreation and leisure	<input type="radio"/>	
Fine, performing and applied arts	<input type="radio"/>	
Business administration, commerce, finance, accounting and related	<input type="radio"/>	
Social sciences, humanities and related (including Library science)	<input type="radio"/>	
Law	<input type="radio"/>	
Agricultural and biological sciences	<input type="radio"/>	
Engineering and applied sciences (including Forestry and Architecture)	<input type="radio"/>	
Nursing	<input type="radio"/>	
Health professions and occupations excluding nursing	<input type="radio"/>	
Mathematics, physical sciences, computer science and related	<input type="radio"/>	
44. Are you any one of the following:		
	YES	NO
Inuit, Metis, Non-Status Indian, Status Indian	<input type="radio"/>	<input type="radio"/>
For the purposes of employment, do you consider yourself, or do you believe that a potential employer would likely consider you, disadvantaged by reason of a persistent and severe disability?	<input type="radio"/>	<input type="radio"/>
Are you, by virtue of your race or colour, in a visible minority in Canada? (i.e., Black, Chinese, Japanese, Korean, Filipino, South Asian, Visible Minority West Asian or North African, South East Asian, Visible Minority Latin American, Oceanic or a person of mixed race or colour including at least one of the preceding visible minority groups.)	<input type="radio"/>	<input type="radio"/>

45. What is your annual rate of pay before taxes and deductions?

- | | |
|----------------------|----|
| less than \$10,000 | 01 |
| \$10,000 to \$19,999 | 02 |
| \$20,000 to \$29,999 | 03 |
| \$30,000 to \$39,999 | 04 |
| \$40,000 to \$49,999 | 05 |
| \$50,000 to \$59,999 | 06 |
| \$60,000 to \$69,999 | 07 |
| \$70,000 to \$79,999 | 08 |
| \$80,000 to \$89,999 | 09 |
| \$90,000 to \$99,999 | 10 |
| over \$100,000 | 11 |

46. What was your household's total income for 1988 from all sources before taxes and deductions?

- | | |
|----------------------|----|
| less than \$10,000 | 01 |
| \$10,000 to \$19,999 | 02 |
| \$20,000 to \$29,999 | 03 |
| \$30,000 to \$39,999 | 04 |
| \$40,000 to \$49,999 | 05 |
| \$50,000 to \$59,999 | 06 |
| \$60,000 to \$69,999 | 07 |
| \$70,000 to \$79,999 | 08 |
| \$80,000 to \$89,999 | 09 |
| \$90,000 to \$99,999 | 10 |
| over \$100,000 | 11 |

47. Do you have any other comments on barriers to advancement for men and women in the public service?

SECTION D

THE QUESTIONNAIRE SURVEY

(3) RESPONSE TABLES

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q2A - WHAT WAS THE DEPARTMENT AND CLASSIFICATION OF THE POSITION INTO WHICH YOU WERE HIRED?						
ATLANTIC CANADA OPPORTUNITIES AGENCY.....	46	100.0	11	25.1	34	74.9
ATOMIC ENERGY CONTROL BOARD.....	12	100.0	12	100.0	-	-
ATOMIC ENERGY OF CANADA LTD.....	41	100.0	4	8.7	38	91.3
AGRICULTURE CANADA.....	9,764	100.0	6,874	70.4	2,890	29.6
NATIONAL ARCHIVES OF CANADA.....	681	100.0	289	42.4	393	57.6
AGRICULTURAL STABILIZATION BOARD.....	1	100.0	-	-	1	100.0
NATIONAL TRANSPORTATION AGENCY.....	146	100.0	18	12.4	127	87.6
AUDITOR GENERAL.....	92	100.0	75	81.8	17	18.2
BANK OF CANADA.....	6	100.0	-	-	6	100.0
REVENUE CANADA - CUSTOMS AND EXCISE.....	8,702	100.0	4,237	48.7	4,465	51.3
CONSUMER AND CORPORATE AFFAIRS.....	1,858	100.0	1,004	54.0	854	46.0
CANADIAN COMMERCIAL CORPORATION.....	53	100.0	53	100.0	-	-
CANADIAN COUNCIL.....	2	100.0	-	-	2	100.0
CANADIAN GRAIN COMMISSION.....	26	100.0	-	-	26	100.0
CANADA LABOUR RELATIONS BOARD.....	17	100.0	-	-	17	100.0
CANADIAN CENTRE FOR MANAGEMENT DEVELOPMENT.....	42	100.0	42	100.0	-	-
COMMISSIONER OF OFFICIAL LANGUAGES.....	100	100.0	42	42.0	58	58.0
COMMUNICATIONS.....	2,387	100.0	1,317	55.2	1,070	44.8
CANADIAN PENSION COMMISSION.....	16	100.0	-	-	16	100.0
STATUS OF WOMEN OFFICE OF THE COORD.....	6	100.0	-	-	6	100.0
FISHERIES AND OCEAN CANADA.....	4,421	100.0	3,330	75.3	1,090	24.7
NATIONAL DEFENSE.....	32,381	100.0	20,633	63.7	11,748	36.3
ENVIRONMENT.....	6,295	100.0	4,325	68.7	1,970	31.3
PUBLIC WORKS.....	6,679	100.0	4,924	73.7	1,755	26.3
SUPPLY AND SERVICES.....	8,140	100.0	3,933	48.3	4,207	51.7
VETERANS AFFAIRS.....	3,534	100.0	1,498	42.4	2,036	57.6
ECONOMIC COUNCIL OF CANADA.....	153	100.0	143	93.1	10	6.9
EMPLOYMENT AND IMMIGRATION.....	23,085	100.0	8,582	37.2	14,503	62.8
ENERGY, MINES AND RESOURCES.....	4,447	100.0	2,956	66.5	1,491	33.5
NATIONAL ENERGY BOARD.....	80	100.0	56	70.4	24	29.6
EXTERNAL AFFAIRS.....	2,722	100.0	1,292	47.4	1,430	52.6
FINANCE.....	1,051	100.0	631	60.1	420	39.9
FEDERAL-PROVINCIAL RELATIONS OFFICE.....	28	100.0	7	25.1	21	74.9
GOVERNOR GENERAL.....	72	100.0	42	57.9	30	42.1
HOUSE OF COMMONS.....	16	100.0	16	100.0	-	-
CANADIAN HUMAN RIGHTS COMMISSION.....	114	100.0	36	31.3	78	68.7
INDIAN AFFAIRS AND NORTHERN DEVELOPMENT.....	5,377	100.0	3,459	64.3	1,918	35.7
CANADIAN INTERNATIONAL DEVELOPMENT AGENCY.....	207	100.0	43	20.7	164	79.3
INTERNATIONAL JOINT COMMISSION.....	5	100.0	5	100.0	-	-
INVESTMENT CANADA.....	16	100.0	-	-	16	100.0
INFORMATION AND PRIVACY COMMISSION OF CANADA.....	94	100.0	79	83.5	15	16.5
JUSTICE.....	1,263	100.0	596	47.2	666	52.8
LABOUR CANADA.....	834	100.0	424	50.8	411	49.2
ROYAL CANADIAN MINT.....	20	100.0	2	12.5	17	87.5
TRANSPORT CANADA.....	18,659	100.0	14,824	79.4	3,835	20.6
MINISTER OF STATE FOR FORESTRY.....	72	100.0	28	38.6	44	61.4
SCIENCES AND TECHNOLOGY MINISTRY OF STATE.....	45	100.0	38	84.5	7	15.5
NATIONAL CAPITAL COMMISSION.....	808	100.0	592	73.3	216	26.7
NATIONAL FILM BOARD.....	19	100.0	-	-	19	100.0
HEALTH AND WELFARE.....	8,088	100.0	3,184	39.4	4,904	60.6
NATIONAL LIBRARY.....	788	100.0	209	26.5	579	73.5
NATIONAL MUSEUMS OF CANADA.....	322	100.0	136	42.1	187	57.9
NATIONAL PAROLE BOARD.....	85	100.0	27	31.9	58	68.1
NATIONAL RESEARCH COUNCIL OF CANADA.....	54	100.0	39	72.7	15	27.3
CONTROLLER GENERAL OF CANADA.....	38	100.0	11	30.4	26	69.6
PRIME MINISTER OFFICE OF.....	15	100.0	12	79.4	3	20.6
PRIVY COUNCIL OFFICE.....	259	100.0	117	45.0	143	55.0
CORRECTIONAL SERVICES.....	10,027	100.0	6,875	68.6	3,152	31.4
POST CANADA.....	864	100.0	637	73.7	227	26.3
PUBLIC SERVICE COMMISSION.....	2,822	100.0	1,414	50.1	1,408	49.9
ROYAL CANADIAN MOUNTED POLICE.....	3,211	100.0	661	20.6	2,551	79.4
PRAIRIE FARM REHABILITATION ADMINISTRATION.....	326	100.0	216	66.3	110	33.7
DEPT. OF REGIONAL INDUSTRIAL EXPANSION.....	1,108	100.0	522	47.1	586	52.9
CANADIAN RADIO-TELEVISION COMMISSION.....	276	100.0	86	31.3	190	68.7
SCIENCE COUNCIL OF CANADA.....	30	100.0	25	85.8	5	16.2
SECRETARY OF STATE.....	2,686	100.0	867	32.3	1,820	67.7
STATISTICS CANADA.....	4,602	100.0	2,395	52.0	2,207	48.0
NATIONAL REVENUE - TAXATION.....	17,950	100.0	9,484	52.8	8,466	47.2
TREASURY BOARD.....	478	100.0	176	36.8	302	63.2
UNKNOWN (UNABLE TO CODE).....	3,120	100.0	1,442	46.2	1,678	53.8
WESTERN DIVERSIFICATION OFFICE.....	69	100.0	48	70.0	21	30.0
NOT STATED.....	1,239	100.0	594	47.9	645	52.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q2B = CLASSIFICATION OF POSITION HIRED INTO						
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
AG.....	323	100.0	294	91.2	29	8.8
AI.....	886	100.0	838	94.6	48	5.4
AD.....	444	100.0	417	94.0	27	6.0
AR.....	342	100.0	308	90.1	34	9.9
AS.....	2,715	100.0	2,104	77.5	611	22.5
AT.....	1,035	100.0	671	64.8	364	35.2
AU.....	1,297	100.0	1,039	84.8	197	15.2
BI.....	1,090	100.0	839	77.0	251	23.0
CM.....	392	100.0	263	66.9	130	33.1
CH.....	686	100.0	447	65.2	239	34.8
CO.....	903	100.0	774	85.7	129	14.3
CR.....	62,979	100.0	21,682	34.4	41,297	65.6
CS.....	2,796	100.0	2,105	75.3	691	24.7
DA.....	5,135	100.0	4,439	86.4	696	13.6
DB.....	3,141	100.0	977	31.1	2,164	68.9
DD.....	2,023	100.0	1,768	87.4	254	12.6
DE.....	46	100.0	40	87.2	6	12.8
DS.....	579	100.0	509	87.9	70	12.1
ED.....	1,310	100.0	789	60.2	522	39.8
EG.....	6,665	100.0	5,329	79.9	1,337	20.1
EL.....	2,824	100.0	2,769	98.0	55	2.0
EN.....	2,670	100.0	2,585	96.8	85	3.2
ES.....	2,159	100.0	1,625	75.3	534	24.7
EU.....	37	100.0	31	84.2	6	15.8
EX.....	156	100.0	127	81.6	29	18.4
FI.....	1,024	100.0	812	79.2	213	20.8
FD.....	200	100.0	146	72.9	54	27.1
FR.....	1,317	100.0	1,305	99.1	12	.9
FS.....	903	100.0	636	70.4	267	29.6
GL.....	13,758	100.0	13,454	97.8	304	2.2
GS.....	9,320	100.0	6,757	72.5	2,564	27.5
GT.....	1,834	100.0	1,491	81.3	344	18.7
HE.....	59	100.0	-	-	59	100.0
HP.....	2,003	100.0	1,966	98.1	37	1.9
HR.....	158	100.0	100	63.4	58	36.6
HS.....	1,640	100.0	839	51.1	802	48.9
IS.....	682	100.0	444	65.1	238	34.9
LA.....	622	100.0	434	69.8	188	30.2
LI.....	315	100.0	310	98.6	4	1.4
LS.....	755	100.0	280	37.1	475	62.9
MA.....	238	100.0	168	70.6	70	29.4
MD.....	295	100.0	254	86.3	40	13.7
MT.....	723	100.0	655	90.6	68	9.4
NU.....	1,514	100.0	170	11.2	1,344	88.8
OE.....	575	100.0	308	53.6	266	46.4
OM.....	442	100.0	415	93.9	27	6.1
OP.....	84	100.0	55	65.4	29	34.6
PC.....	649	100.0	496	76.4	153	23.6
PE.....	954	100.0	776	81.4	178	18.6
PG.....	774	100.0	611	78.9	163	21.1
PH.....	133	100.0	64	48.2	69	51.8
PI.....	2,065	100.0	1,909	92.4	156	7.6
PM.....	13,397	100.0	10,152	75.8	3,245	24.2
PR.....	938	100.0	749	79.9	249	25.0
PS.....	118	100.0	97	82.2	21	17.8
PY.....	140	100.0	132	94.4	8	5.6
RO.....	1,308	100.0	1,242	94.9	67	5.1
SC.....	1,942	100.0	1,830	94.2	112	5.8
SE.....	1,007	100.0	921	91.5	86	8.5
SG.....	546	100.0	429	78.6	117	21.4
SI.....	3,028	100.0	808	26.7	2,219	73.3
SM.....	214	100.0	201	94.3	12	5.7
SO.....	1,122	100.0	1,071	95.4	52	4.6
SR.....	1,578	100.0	1,569	99.4	9	.6
ST.....	20,301	100.0	246	1.2	20,056	98.8
SW.....	168	100.0	112	66.3	57	33.7
SV.....	20	100.0	18	90.5	2	9.5
TI.....	1,931	100.0	1,710	88.5	221	11.5
TR.....	1,025	100.0	522	50.9	504	49.1
UT.....	129	100.0	129	100.0	-	-
VM.....	628	100.0	561	89.4	67	10.6
VS.....	167	100.0	103	61.4	65	38.6
WP.....	790	100.0	531	67.2	259	32.8
NOT STATED.....	6,860	100.0	4,834	70.5	2,026	29.5
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q3B - PROVINCE						
NEWFOUNDLAND.....	5,036	100.0	3,801	75.5	1,234	24.5
PRINCE EDWARD ISLAND.....	1,846	100.0	1,145	62.0	701	38.0
NOVA SCOTIA.....	13,235	100.0	9,379	70.9	3,856	29.1
NEW BRUNSWICK.....	7,992	100.0	4,682	58.6	3,310	41.4
THE NATIONAL CAPITAL REGION.....	59,477	100.0	31,552	53.0	27,924	47.0
QUEBEC (EXCL. THE NATIONAL CAPITAL REGION)...	34,709	100.0	4,682	60.2	13,822	39.8
ONTARIO (EXCL. THE NATIONAL CAPITAL REGION)...	32,853	100.0	17,067	51.9	15,786	48.1
MANITOBA.....	8,998	100.0	4,837	53.8	4,161	46.2
SASKATCHEWAN.....	6,479	100.0	3,302	51.0	3,177	49.0
ALBERTA.....	13,536	100.0	8,153	60.2	5,382	39.8
BRITISH COLUMBIA.....	16,793	100.0	9,612	57.2	7,182	42.8
YUKON.....	749	100.0	361	48.2	388	51.8
NORTHWEST TERRITORIES.....	1,590	100.0	871	62.7	519	37.3
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q4 - WHAT WAS YOUR EMPLOYEE STATUS IN THE POSITION?						
INDETERMINATE (PERMANENT) FULL-TIME.....	119,781	100.0	80,281	67.0	39,500	33.0
INDETERMINATE (PERMANENT) PART-TIME.....	4,280	100.0	1,939	45.3	2,341	54.7
TERM, 6 MONTHS OR LESS.....	43,107	100.0	16,937	39.3	26,169	60.7
TERM, MORE THAN 6 MONTHS.....	24,139	100.0	11,346	47.0	12,793	53.0
SEASONAL OR CASUAL.....	10,901	100.0	4,632	42.5	6,269	57.5
NOT STATED.....	884	100.0	514	58.1	370	41.9
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q5 - HOW DID YOU FIRST FIND OUT ABOUT THE POSITION?						
ADVERTISEMENT/MEDIA.....	22,186	100.0	16,816	75.8	5,370	24.2
PUBLIC SERVICE COMMISSION INVENTORY.....	25,477	100.0	11,025	43.3	14,452	56.7
WHILE WORKING ON CONTRACT IN THE PUBLIC SERVICE.....	8,549	100.0	4,380	51.2	4,169	48.8
THE PERSON RESPONSIBLE FOR FILLING THE POSITION TOLD ME ABOUT IT.....	10,455	100.0	6,229	59.6	4,227	40.4
FRIENDS IN THE PUBLIC SERVICE TOLD ME ABOUT IT.....	37,758	100.0	24,540	65.0	13,218	35.0
JOB POSTING IN A GOVERNMENT OFFICE.....	9,277	100.0	6,785	73.1	2,493	26.9
WHILE WORKING IN THE PUBLIC SERVICE FOR A PLACEMENT AGENCY.....	3,485	100.0	731	21.0	2,753	79.0
AN EXECUTIVE SEARCH COMPANY APPROACHED ME.....	262	100.0	146	55.8	116	44.2
A PLACEMENT AGENCY TOLD ME.....	1,580	100.0	430	27.2	1,150	72.8
UNIVERSITY/COLLEGE/INSTITUTE RECRUITMENT.....	15,529	100.0	10,821	69.7	4,708	30.3
CANADA EMPLOYMENT CENTRE.....	46,605	100.0	21,338	45.8	25,267	54.2
DO NOT REMEMBER.....	3,301	100.0	1,992	60.3	1,309	39.7
OTHER.....	17,453	100.0	9,712	55.6	7,740	44.4
NOT STATED.....	1,175	100.0	704	60.0	471	40.0
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q6 - WHAT WAS THE HIGHEST GRADE OR LEVEL OF EDUCATION YOU HAD COMPLETED WHEN YOU GOT THE POSITION?						
LESS THAN HIGH SCHOOL.....	19,551	100.0	12,579	64.3	6,972	35.7
COMPLETED SECONDARY.....	86,102	100.0	42,318	49.1	43,784	50.9
COMPLETED COMMUNITY COLLEGE, TECHNICAL COLLEGE, CEGEP, NURSE'S TRAINING.....	45,454	100.0	24,808	54.6	20,646	45.4
COMPLETED BACHELOR'S DEGREE (E.G. B.A., B.SC., B.A.SC., 4 YEAR B.ED.).....	37,134	100.0	25,033	67.4	12,101	32.6
COMPLETED DEGREE IN MEDICINE, DENTISTRY, VETERINARY MEDICINE OR OPTOMETRY.....	1,315	100.0	1,063	80.8	253	19.2
COMPLETED MASTER'S DEGREE (E.G. M.A., M.D.)...	9,038	100.0	6,603	73.1	2,435	26.9
COMPLETED DOCTORATE (E.G. PH.D.).....	2,517	100.0	2,210	87.8	307	12.2
UNIVERSITY DEGREE UNKNOWN.....	466	100.0	253	54.4	213	45.6
NOT STATED.....	1,513	100.0	782	51.6	732	48.4
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q7 - PLEASE INDICATE THE MAJOR FIELD OF STUDY OF YOUR HIGHEST DEGREE AT THE TIME?						
NOT APPLICABLE.....	151,107	100.0	79,705	52.7	71,402	47.3
EDUCATION.....	3,087	100.0	1,631	52.8	1,456	47.2
PHYSICAL EDUCATION, RECREATION AND LEISURE...	532	100.0	348	65.5	184	34.5
FINE, PERFORMING AND APPLIED ARTS.....	1,882	100.0	1,009	53.6	874	46.4
BUSINESS ADMINISTRATION, COMMERCE, FINANCE, ACCOUNTING AND RELATED.....	10,237	100.0	7,922	77.4	2,315	22.6
SOCIAL SCIENCES, HUMANITIES AND RELATED (INCLUDING LIBRARY SCIENCE).....	14,892	100.0	8,511	57.2	6,380	42.8
LAW.....	1,418	100.0	1,031	72.7	387	27.3
AGRICULTURAL AND BIOLOGICAL SCIENCES.....	5,563	100.0	4,344	78.1	1,220	21.9
ENGINEERING AND APPLIED SCIENCES (INC. FORESTRY AND ARCHITECTURE).....	5,576	100.0	5,047	90.5	528	9.5
NURSING.....	351	100.0	27	7.8	324	92.2
HEALTH PROFESSIONS AND OCCUPATIONS EXCLUDING NURSING.....	1,170	100.0	726	62.0	444	38.0

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q7 - PLEASE INDICATE THE MAJOR FIELD OF STUDY OF YOUR HIGHEST DEGREE AT THE TIME?						
MATHEMATICS, PHYSICAL SCIENCES, COMPUTER SCIENCE AND RELATED.....	5,404	100.0	4,346	80.4	1,058	19.6
NOT STATED.....	1,872	100.0	1,002	53.5	870	46.5
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q8 - WHAT WAS YOUR MARITAL STATUS AT THE TIME?						
MARRIED (INCL. COMMON-LAW/PARTNER).....	98,687	100.0	59,624	60.4	39,063	39.6
SINGLE.....	92,292	100.0	52,100	56.5	40,191	43.5
WIDOWED.....	1,026	100.0	252	24.5	774	75.5
SEPARATED OR DIVORCED.....	10,345	100.0	3,225	31.2	7,119	68.8
NOT STATED.....	742	100.0	448	60.4	294	39.6
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q10 - PERSONS LIVING IN YOUR HOME WITH DISABILITY						
NONE.....	191,319	100.0	109,109	57.0	82,210	43.0
1 OR MORE.....	7,898	100.0	4,357	55.2	3,540	44.8
NOT STATED.....	3,875	100.0	2,183	56.3	1,692	43.7
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q11 - SINCE MOST RECENT HIRING INTO PS TAKEN PAID OR UNPAID ABS OR BEEN AWAY FROM WORK FOR 3 CONSEC MONTHS (13 WKS) OR LONGER?						
YES.....	36,292	100.0	11,162	30.8	25,130	69.2
NO.....	166,799	100.0	104,487	62.6	62,312	37.4
Q12B - CLASSIFICATION OF PRESENT POSITION						
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
NOT APPLICABLE.....	56,331	100.0	34,704	61.6	21,627	38.4
AC.....	5	100.0	-	-	5	100.0
AG.....	395	100.0	339	85.8	56	14.2
AI.....	962	100.0	929	96.6	33	3.4
AO.....	455	100.0	439	96.6	16	3.4
AR.....	268	100.0	240	89.6	28	10.4
AS.....	10,859	100.0	5,830	53.7	5,029	46.3
AT.....	50	100.0	28	55.3	22	44.7
AU.....	3,411	100.0	2,940	86.2	472	13.8
BI.....	886	100.0	706	79.6	180	20.4
CH.....	443	100.0	340	76.9	102	23.1
CM.....	347	100.0	222	64.0	125	36.0
CO.....	847	100.0	664	78.4	183	21.6
CR.....	34,088	100.0	6,511	19.1	27,577	80.9
CX.....	3,306	100.0	2,457	74.3	849	25.7
DA.....	2,207	100.0	1,876	85.0	332	15.0
DE.....	1,498	100.0	567	37.8	931	62.2
DD.....	1,233	100.0	1,100	89.3	132	10.7
DE.....	47	100.0	38	80.3	9	19.7
DS.....	524	100.0	477	91.0	47	9.0
ED.....	751	100.0	533	71.0	218	29.0
EG.....	5,076	100.0	4,340	85.5	736	14.5
EL.....	2,495	100.0	2,456	98.4	39	1.6
EN.....	1,729	100.0	1,656	95.8	73	4.2
ES.....	2,130	100.0	1,595	74.9	535	25.1
EX.....	1,845	100.0	1,636	88.6	210	11.4
FI.....	2,431	100.0	1,601	65.9	830	34.1
FO.....	54	100.0	23	43.0	31	57.0
FR.....	762	100.0	762	100.0	-	-
FS.....	840	100.0	562	66.9	278	33.1
GL.....	6,321	100.0	6,153	97.4	167	2.6
GS.....	3,701	100.0	2,604	70.3	1,098	29.7
GT.....	1,913	100.0	1,606	84.0	307	16.0
HE.....	14	100.0	-	-	14	100.0
HP.....	857	100.0	854	99.7	3	.3
HR.....	234	100.0	177	75.7	57	24.3
HS.....	485	100.0	114	23.4	371	76.6
IS.....	788	100.0	408	51.8	380	48.2
LA.....	624	100.0	479	76.8	145	23.2
LI.....	156	100.0	156	100.0	-	-
LS.....	521	100.0	131	25.2	390	74.8
MA.....	176	100.0	131	74.6	45	25.4
MD.....	150	100.0	128	85.2	22	14.8
MT.....	602	100.0	551	91.4	52	8.6
NU.....	644	100.0	96	14.8	549	85.2
OE.....	196	100.0	67	34.1	129	65.9
OM.....	658	100.0	448	68.1	210	31.9
OP.....	27	100.0	-	-	27	100.0
PC.....	898	100.0	753	83.8	145	16.2
PE.....	2,433	100.0	1,122	46.1	1,311	53.9
PG.....	2,073	100.0	1,380	66.6	693	33.4
PH.....	82	100.0	45	54.8	37	45.2

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
PI.....	1,622	100.0	1,468	90.5	154	9.5
PL.....	14	100.0	-	-	14	100.0
PM.....	20,497	100.0	11,782	57.5	8,715	42.5
PR.....	526	100.0	424	80.6	102	19.4
PS.....	51	100.0	-	-	51	100.0
PY.....	117	100.0	109	93.3	8	6.7
RD.....	556	100.0	517	92.9	39	7.1
SC.....	287	100.0	284	99.0	3	1.0
SE.....	959	100.0	887	92.5	72	7.5
SG.....	566	100.0	403	71.2	163	28.8
SI.....	2,180	100.0	1,034	47.4	1,146	52.6
SM.....	1,642	100.0	1,410	85.9	232	14.1
SO.....	1,019	100.0	947	93.0	71	7.0
SR.....	1,090	100.0	1,081	99.2	9	.8
ST.....	9,150	100.0	70	.8	9,079	99.2
SW.....	100	100.0	37	37.5	63	62.5
TI.....	860	100.0	829	96.5	31	3.5
TR.....	611	100.0	294	48.2	316	51.8
UT.....	146	100.0	146	100.0	-	-
VM.....	344	100.0	318	92.6	26	7.4
VS.....	122	100.0	81	66.3	41	33.7
WP.....	877	100.0	553	63.0	324	37.0
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q12 - IN WHICH PROVINCE/TERRITORY ARE YOU WORKING?						
NOT APPLICABLE.....	56,331	100.0	34,704	61.6	21,627	38.4
NEWFOUNDLAND.....	3,172	100.0	2,347	74.0	826	26.0
PRINCE EDWARD ISLAND.....	1,497	100.0	921	61.5	576	38.5
NOVA SCOTIA.....	8,879	100.0	6,045	68.1	2,834	31.9
NEW BRUNSWICK.....	5,610	100.0	3,303	58.9	2,307	41.1
THE NATIONAL CAPITAL REGION.....	53,321	100.0	27,782	52.1	25,539	47.9
QUEBEC (EXCL. THE NATIONAL CAPITAL REGION).....	22,409	100.0	13,047	58.2	9,361	41.8
ONTARIO (EXCL. THE NATIONAL CAPITAL REGION).....	20,479	100.0	10,168	49.7	10,311	50.3
MANITOBA.....	6,078	100.0	3,078	50.6	3,000	49.4
SASKATCHEWAN.....	4,078	100.0	2,182	53.5	1,896	46.5
ALBERTA.....	8,214	100.0	4,754	57.9	3,460	42.1
BRITISH COLUMBIA.....	11,932	100.0	6,680	56.0	5,253	44.0
YUKON.....	571	100.0	312	54.7	259	45.3
NORTHWEST TERRITORIES.....	518	100.0	324	62.5	194	37.5
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q20 - WHAT IS YOUR EMPLOYEE STATUS IN THIS POSITION?						
NOT APPLICABLE.....	56,331	100.0	34,704	61.6	21,627	38.4
INDETERMINATE (PERMANENT) FULL-TIME.....	133,006	100.0	75,784	57.0	57,222	43.0
INDETERMINATE (PERMANENT) PART-TIME.....	2,812	100.0	518	18.4	2,294	81.6
TERM, 6 MONTHS OR LESS.....	2,274	100.0	830	36.5	1,444	63.5
TERM, MORE THAN 6 MONTHS.....	5,029	100.0	1,981	39.4	3,048	60.6
SEASONAL.....	256	100.0	174	67.8	82	32.2
NOT STATED.....	3,382	100.0	1,658	49.0	1,725	51.0
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q21 - WHICH ONE OF THE FOLLOWING DESCRIBES HOW YOU GOT THE POSITION?						
NOT APPLICABLE.....	56,331	100.0	34,704	61.6	21,627	38.4
BY INTERNAL COMPETITION (WINNING OR QUALIFYING).....	82,220	100.0	47,609	57.9	34,611	42.1
APPOINTMENT WITHOUT COMPETITION.....	11,697	100.0	6,926	59.2	4,771	40.8
PROMOTION AFTER RECLASSIFICATION OF THE POSITION.....	11,536	100.0	6,437	55.8	5,099	44.2
PROMOTION AFTER APPOINTMENT TO A LEVEL LOWER THAN THE POSITION (UNDERFILL).....	875	100.0	573	65.5	302	34.5
TRANSFER.....	12,618	100.0	6,807	53.9	5,811	46.1
APPOINTMENT FROM PRIORITY/LAY-OFF LIST.....	5,149	100.0	1,921	37.3	3,228	62.7
CHANGE FROM TERM TO INDETERMINATE.....	654	100.0	338	51.6	317	48.4
TERM RENEWED.....	334	100.0	87	26.1	247	73.9
SECONDED INTO THE POSITION.....	2,348	100.0	967	41.2	1,381	58.8
ACTING IN THE POSITION.....	6,488	100.0	2,439	37.6	4,049	62.4
ON S.A.P., CAP., TAP OR CAD.....	706	100.0	429	60.8	277	39.2
IN THE EXECUTIVE EXCHANGE, INTERCHANGE CANADA OR INTERNATIONAL PROGRAMS.....	52	100.0	79	95.5	4	4.5
OTHER, PLEASE SPECIFY.....	6,112	100.0	3,307	54.1	2,805	45.9
NOT STATED.....	5,941	100.0	3,026	50.9	2,915	49.1
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q21A.1 - BEFORE THE COMPETITION WERE YOU ACTING IN THE POSITION?						
NOT APPLICABLE.....	120,871	100.0	68,040	56.3	52,831	43.7
YES.....	22,173	100.0	12,331	55.6	9,842	44.4
NO.....	35,189	100.0	20,369	57.9	14,821	42.1
NOT STATED.....	24,858	100.0	14,910	60.0	9,948	40.0
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q21A.2 - BEFORE THE COMPETITION WERE YOU SECONDDED TO THE POSITION?						
NOT APPLICABLE.....	120,871	100.0	68,040	56.3	52,831	43.7
YES.....	1,645	100.0	799	48.6	845	51.4
NO.....	35,700	100.0	20,789	58.2	14,911	41.8
NOT STATED.....	44,875	100.0	26,021	58.0	18,854	42.0
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q21A.3 - BEFORE THE COMPETITION WERE YOU UNDERFILL IN THE POSITION?						
NOT APPLICABLE.....	120,871	100.0	68,040	56.3	52,831	43.7
YES.....	2,507	100.0	1,292	51.5	1,215	48.5
NO.....	35,075	100.0	20,465	58.3	14,610	41.7
NOT STATED.....	44,638	100.0	25,853	57.9	18,785	42.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1
Q22.1 - HOW IMPORTANT WERE THE FOLLOWING IN GETTING YOUR CURRENT POSITION? <u>EDUCATIONAL QUALIFICATIONS</u>						
VERY IMPORTANT.....	38.600	100.0	24.924	64.6	13.677	35.4
SOMEWHAT IMPORTANT.....	58.221	100.0	31.005	53.3	27.216	46.7
NOT VERY IMPORTANT.....	28.583	100.0	14.624	51.2	13.959	48.8
NOT AT ALL IMPORTANT.....	12.497	100.0	6.380	51.1	6.117	48.9
NOT APPLICABLE.....	3.040	100.0	1.387	45.6	1.653	54.4
NOT STATED.....	62.149	100.0	37.330	60.1	24.820	39.9
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1
IMPORTANCE OF OPPORTUNITY TO ACT IN POSITION PRIOR TO APPOINTMENT						
VERY IMPORTANT.....	31.202	100.0	15.106	48.4	16.095	51.6
SOMEWHAT IMPORTANT.....	27.418	100.0	15.929	58.1	11.490	41.9
NOT VERY IMPORTANT.....	13.268	100.0	8.211	61.9	5.056	38.1
NOT AT ALL IMPORTANT.....	21.017	100.0	12.510	59.5	8.507	40.5
NOT APPLICABLE.....	44.463	100.0	24.114	54.2	20.349	45.8
NOT STATED.....	65.723	100.0	39.778	60.5	25.945	39.5
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1
IMPORTANCE OF ACCESS TO APPROPRIATE TRAINING FOR THIS POSITION						
VERY IMPORTANT.....	36.036	100.0	17.859	49.6	18.176	50.4
SOMEWHAT IMPORTANT.....	37.927	100.0	21.504	56.7	16.422	43.3
NOT VERY IMPORTANT.....	18.137	100.0	10.755	59.3	7.382	40.7
NOT AT ALL IMPORTANT.....	19.103	100.0	11.698	61.2	7.405	38.8
NOT APPLICABLE.....	26.891	100.0	14.483	53.9	12.408	46.1
NOT STATED.....	64.997	100.0	39.350	60.5	25.647	39.5
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1
IMPORTANCE OF DEVELOPMENTAL ASSIGNMENTS PREPARED ME FOR THE JOB						
VERY IMPORTANT.....	19.601	100.0	10.862	55.4	8.739	44.6
SOMEWHAT IMPORTANT.....	30.088	100.0	18.084	60.1	12.004	39.9
NOT VERY IMPORTANT.....	17.591	100.0	10.890	61.9	6.700	38.1
NOT AT ALL IMPORTANT.....	26.691	100.0	15.656	58.7	11.036	41.3
NOT APPLICABLE.....	41.493	100.0	19.715	47.5	21.778	52.5
NOT STATED.....	67.627	100.0	40.442	59.8	27.185	40.2
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1
IMPORTANCE OF HAVING APPROPRIATE SKILLS IN THE OTHER OFFICIAL LANGUAGE						
VERY IMPORTANT.....	17.607	100.0	6.823	38.8	10.783	61.2
SOMEWHAT IMPORTANT.....	18.390	100.0	10.165	55.3	8.225	44.7
NOT VERY IMPORTANT.....	15.918	100.0	8.727	62.7	5.192	37.3
NOT AT ALL IMPORTANT.....	36.036	100.0	25.472	65.1	12.563	34.9
NOT APPLICABLE.....	51.134	100.0	26.562	51.9	24.571	48.1
NOT STATED.....	66.006	100.0	39.899	60.4	26.107	39.6
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1
IMPORTANCE OF HAVING THE STRENGTH TO PERFORM PHYSICAL WORK						
VERY IMPORTANT.....	6.718	100.0	4.693	69.9	2.025	30.1
SOMEWHAT IMPORTANT.....	12.456	100.0	9.516	76.4	2.940	23.6
NOT VERY IMPORTANT.....	11.699	100.0	7.772	66.4	3.926	33.6
NOT AT ALL IMPORTANT.....	36.083	100.0	21.823	60.5	14.260	39.5
NOT APPLICABLE.....	68.917	100.0	31.553	45.8	37.363	54.2
NOT STATED.....	67.219	100.0	40.292	59.9	26.928	40.1
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1
IMPORTANCE OF BEING A MEMBER OF AN EMPLOYMENT EQUITY TARGET GROUP						
VERY IMPORTANT.....	1.799	100.0	502	27.9	1.297	72.1
SOMEWHAT IMPORTANT.....	3.791	100.0	991	26.1	2.800	73.9
NOT VERY IMPORTANT.....	5.895	100.0	1.894	32.1	4.001	67.9
NOT AT ALL IMPORTANT.....	47.011	100.0	25.068	53.3	21.943	46.7
NOT APPLICABLE.....	77.483	100.0	46.764	60.4	30.719	39.6
NOT STATED.....	67.112	100.0	40.430	60.2	26.682	39.8
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1
IMPORTANCE OF SOCIAL/INFORMAL CONTACTS WITH MANAGERS IN THE DEPARTMENT/AGENCY/BRANCH						
VERY IMPORTANT.....	7.119	100.0	3.437	48.3	3.682	51.7
SOMEWHAT IMPORTANT.....	20.213	100.0	10.791	53.4	9.423	46.6
NOT VERY IMPORTANT.....	20.281	100.0	12.939	63.8	7.342	36.2
NOT AT ALL IMPORTANT.....	47.397	100.0	27.561	58.1	19.837	41.9
NOT APPLICABLE.....	41.593	100.0	20.957	50.4	20.635	49.6
NOT STATED.....	66.488	100.0	39.964	60.1	26.524	39.9
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
IMPORTANCE OF SOCIAL/INFORMAL CONTACTS WITH PERSONNEL STAFF IN THE DEPARTMENT/AGENCY/BRANCH						
VERY IMPORTANT.....	3,828	100.0	1,714	44.8	2,114	55.2
SOMEWHAT IMPORTANT.....	11,227	100.0	5,514	49.1	5,713	50.9
NOT VERY IMPORTANT.....	16,466	100.0	9,706	58.9	6,760	41.1
NOT AT ALL IMPORTANT.....	57,685	100.0	33,984	58.9	23,701	41.1
NOT APPLICABLE.....	46,428	100.0	24,149	52.0	22,279	48.0
NOT STATED.....	67,457	100.0	40,581	60.2	26,876	39.8
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
IMPORTANCE OF HAD A SENIOR PERSON/MENTOR LOOKING OUT FOR MY INTERESTS						
VERY IMPORTANT.....	7,727	100.0	3,310	42.8	4,417	57.2
SOMEWHAT IMPORTANT.....	17,128	100.0	8,570	50.0	8,558	50.0
NOT VERY IMPORTANT.....	13,200	100.0	7,945	60.2	5,255	39.8
NOT AT ALL IMPORTANT.....	48,251	100.0	29,268	60.7	18,983	39.3
NOT APPLICABLE.....	49,824	100.0	26,420	53.0	23,404	47.0
NOT STATED.....	66,960	100.0	40,136	59.9	26,824	40.1
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
IMPORTANCE OF ACQUAINTANCE/FRIENDSHIP WITH OTHER EMPLOYEES IN THE DEPARTMENT						
VERY IMPORTANT.....	9,421	100.0	4,493	47.7	4,927	52.3
SOMEWHAT IMPORTANT.....	26,016	100.0	14,790	56.8	11,227	43.2
NOT VERY IMPORTANT.....	24,014	100.0	15,366	64.0	8,648	36.0
NOT AT ALL IMPORTANT.....	69,662	100.0	40,772	58.5	28,890	41.5
NOT APPLICABLE.....	56,408	100.0	30,521	54.1	25,886	45.9
NOT STATED.....	17,570	100.0	9,707	55.2	7,863	44.8
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
IMPORTANCE OF PREVIOUS WORK EXPERIENCE						
VERY IMPORTANT.....	111,792	100.0	65,659	58.7	46,134	41.3
SOMEWHAT IMPORTANT.....	54,421	100.0	29,949	55.0	24,472	45.0
NOT VERY IMPORTANT.....	10,123	100.0	5,737	56.7	4,386	43.3
NOT AT ALL IMPORTANT.....	11,801	100.0	6,434	54.5	5,367	45.5
NOT APPLICABLE.....	7,480	100.0	3,843	51.4	3,637	48.6
NOT STATED.....	7,474	100.0	4,027	53.9	3,446	46.1
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
IMPORTANCE OF OTHER (PLEASE SPECIFY)						
VERY IMPORTANT.....	18,233	100.0	10,197	55.9	8,035	44.1
SOMEWHAT IMPORTANT.....	2,918	100.0	1,856	63.6	1,062	36.4
NOT VERY IMPORTANT.....	193	100.0	50	26.2	142	73.8
NOT AT ALL IMPORTANT.....	557	100.0	286	51.4	271	48.6
NOT APPLICABLE.....	39,196	100.0	23,936	61.1	15,260	38.9
NOT STATED.....	141,995	100.0	79,323	55.9	62,672	44.1
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q23A - FIRST MOST IMPORTANT FACTOR IDENTIFIED IN Q22						
NOT APPLICABLE.....	7,031	100.0	3,680	52.3	3,350	47.7
EDUCATIONAL QUALIFICATIONS.....	63,131	100.0	39,158	62.0	23,973	38.0
OPPORTUNITY TO ACT IN THE POSITION PRIOR TO APPOINTMENT.....	25,025	100.0	11,971	47.8	13,054	52.2
ACCESS TO APPROPRIATE TRAINING FOR THIS POSITION.....	14,242	100.0	7,283	51.1	6,959	48.9
DEVELOPMENTAL ASSIGNMENTS PREPARED ME FOR THE JOB.....	4,758	100.0	2,798	58.8	1,960	41.2
HAVING APPROPRIATE SKILLS IN THE OTHER OFFICIAL LANGUAGE.....	4,067	100.0	1,777	43.7	2,289	56.3
HAVING THE STRENGTH TO PERFORM PHYSICAL WORK.....	1,333	100.0	912	68.4	421	31.6
BEING A MEMBER OF AN EMPLOYMENT EQUITY TARGET GROUP.....	373	100.0	44	11.9	328	88.1
SOCIAL/INFORMAL CONTACTS WITH MANAGERS IN DEPT/AGENCY/BRANCH.....	3,417	100.0	1,859	54.4	1,558	45.6
SOCIAL/INFORMAL CONTACTS WITH PERSONNEL STAFF IN THE DEPT/AGENCY/BRANCH.....	714	100.0	328	45.9	386	54.1
HAD A SENIOR PERSON/MENTOR LOOKING OUT FOR MY INTERESTS.....	1,328	100.0	536	40.4	791	59.6
ACQUAINTANCE/FRIENDSHIP WITH OTHER EMPLOYEES IN THE DEPT.....	6,108	100.0	3,743	61.3	2,365	38.7
PREVIOUS WORK EXPERIENCE.....	36,057	100.0	22,282	61.8	13,775	38.2
OTHER (SPECIFY).....	1,695	100.0	897	52.9	798	47.1
NOT STATED.....	33,814	100.0	18,379	54.4	15,435	45.6
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1989

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q23B - SECOND MOST IMPORTANT FACTOR IDENTIFIED IN Q22						
NOT APPLICABLE.....	16,348	100.0	9,012	55.1	7,336	44.9
OPPORTUNITY TO ACT IN THE POSITION PRIOR TO APPOINTMENT.....	11,867	100.0	7,357	62.0	4,510	38.0
ACCESS TO APPROPRIATE TRAINING FOR THIS POSITION.....	25,275	100.0	13,212	52.3	12,063	47.7
DEVELOPMENTAL ASSIGNMENTS PREPARED ME FOR THE JOB.....	14,970	100.0	9,040	60.4	5,930	39.6
HAVING APPROPRIATE SKILLS IN THE OTHER OFFICIAL LANGUAGE.....	12,161	100.0	5,933	48.8	6,228	51.2
HAVING THE STRENGTH TO PERFORM PHYSICAL WORK. BEING A MEMBER OF AN EMPLOYMENT EQUITY TARGET GROUP.....	3,930	100.0	2,958	75.3	973	24.7
SOCIAL/INFORMAL CONTACTS WITH MANAGERS IN DEPT/AGENCY/BRANCH.....	1,353	100.0	326	24.1	1,027	75.9
SOCIAL/INFORMAL CONTACTS WITH PERSONNEL STAFF IN THE DEPT/AGENCY/BRANCH.....	5,774	100.0	3,453	59.8	2,321	40.2
HAD A SENIOR PERSON/MENTOR LOOKING OUT FOR MY INTERESTS.....	2,287	100.0	1,208	52.8	1,079	47.2
ACQUAINTANCE/FRIENDSHIP WITH OTHER EMPLOYEES IN THE DEPT.....	6,970	100.0	3,507	50.3	3,463	49.7
PREVIOUS WORK EXPERIENCE.....	4,497	100.0	2,426	54.0	2,071	46.0
OTHER (SPECIFY).....	23,334	100.0	14,087	60.4	9,247	39.6
NOT STATED.....	3,711	100.0	2,154	58.0	1,557	42.0
TOTAL.....	70,614	100.0	40,976	58.0	29,638	42.0
Q23C - THIRD MOST IMPORTANT FACTOR IDENTIFIED IN Q22						
NOT APPLICABLE.....	203,091	100.0	115,649	56.9	87,442	43.1
ACCESS TO APPROPRIATE TRAINING FOR THIS POSITION.....	19,749	100.0	10,597	53.7	9,152	46.3
DEVELOPMENTAL ASSIGNMENTS PREPARED ME FOR THE JOB.....	2,349	100.0	1,207	51.4	1,141	48.6
HAVING APPROPRIATE SKILLS IN THE OTHER OFFICIAL LANGUAGE.....	4,035	100.0	2,211	54.8	1,824	45.2
HAVING THE STRENGTH TO PERFORM PHYSICAL WORK. BEING A MEMBER OF AN EMPLOYMENT EQUITY TARGET GROUP.....	3,388	100.0	1,219	36.0	2,169	64.0
SOCIAL/INFORMAL CONTACTS WITH MANAGERS IN DEPT/AGENCY/BRANCH.....	1,249	100.0	923	73.9	325	26.1
SOCIAL/INFORMAL CONTACTS WITH PERSONNEL STAFF IN THE DEPT/AGENCY/BRANCH.....	334	100.0	88	26.3	246	73.7
HAD A SENIOR PERSON/MENTOR LOOKING OUT FOR MY INTERESTS.....	1,112	100.0	581	52.2	531	47.8
ACQUAINTANCE/FRIENDSHIP WITH OTHER EMPLOYEES IN THE DEPT.....	783	100.0	486	62.0	298	38.0
PREVIOUS WORK EXPERIENCE.....	2,377	100.0	1,215	51.1	1,161	48.9
OTHER (SPECIFY).....	2,537	100.0	1,410	55.6	1,127	44.4
NOT STATED.....	62,347	100.0	35,595	57.1	26,752	42.9
	10,817	100.0	6,312	58.3	4,506	41.7
	92,015	100.0	53,806	58.5	38,209	41.5

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q24 - DID YOU WANT OR REQUEST A PROMOTION IN THE LAST THREE YEARS?						
YES.....	103,669	100.0	58,664	56.6	45,005	43.4
NO.....	94,588	100.0	54,178	57.3	40,410	42.7
NOT STATED.....	4,833	100.0	2,807	58.1	2,026	41.9
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q25 - REASONS WHY YOU THINK YOU MISSED OUT ON A PROMOTION DURING LAST 3 YEARS						
MY MANAGER/SUPERVISOR DID NOT THINK I WAS READY.....	14,563	100.0	8,738	60.0	5,825	40.0
MY MANAGER/SUPERVISOR DID NOT WANT TO HAVE TO REPLACE ME.....	17,457	100.0	8,864	50.8	8,593	49.2
MY MANAGER/SUPERVISOR DID NOT GIVE ME INFORMATION ABOUT THE JOB.....	10,715	100.0	6,071	56.7	4,644	43.3
MY MANAGER/SUPERVISOR WOULD NOT SUPPORT MY APPLICATION.....	16,265	100.0	9,816	60.4	6,448	39.6
I DID NOT GET ALONG WITH MY SUPERVISOR.....	8,292	100.0	4,926	59.4	3,365	40.6
I DID NOT WANT TO WORK OVERTIME/SET HOURS/SHIFTS.....	1,220	100.0	535	43.9	685	56.1
I WAS TOO YOUNG.....	3,911	100.0	2,285	58.4	1,625	41.6
I WAS TOO OLD.....	3,504	100.0	2,005	57.2	1,499	42.8
I WAS PREGNANT OR I WAS PLANNING TO BECOME PREGNANT.....	1,340	100.0	28	2.1	1,312	97.9
I AM A WOMAN.....	5,401	100.0	-	-	5,401	100.0
I AM A MAN.....	5,681	100.0	5,681	100.0	-	-
I AM A MEMBER OF A VISIBLE MINORITY GROUP.....	2,691	100.0	1,766	65.6	925	34.4
I AM A PERSON WITH DISABILITIES.....	1,237	100.0	678	54.8	559	45.2
I AM AN ABORIGINAL PERSON.....	217	100.0	72	33.2	145	66.8
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A WOMAN.....	1,531	100.0	99	6.4	1,433	93.6
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A MAN.....	607	100.0	535	88.1	72	11.9
I HAD YOUNG CHILDREN OR OTHER DEPENDENTS AT HOME.....	2,098	100.0	391	18.6	1,707	81.4
I WORKED PART-TIME/I SHARED A JOB.....	952	100.0	102	10.7	850	89.3
I WAS DIVORCED/SEPARATED.....	529	100.0	247	46.7	282	53.3
I WAS A SINGLE PARENT.....	539	100.0	70	13.0	469	87.0
I OBJECTED TO SEXUAL HARASSMENT.....	758	100.0	216	28.5	542	71.5
I HAD TAKEN MATERNITY/PATERNITY/PARENTAL OR CHILD CARE LEAVE.....	1,414	100.0	69	4.9	1,345	95.1
I HAD TAKEN EDUCATION/LANGUAGE TRAINING LEAVE.....	333	100.0	184	55.4	148	44.6
I HAD TAKEN LONG TERM DISABILITY/SICK LEAVE.....	1,145	100.0	535	46.7	611	53.3
I AM AN ANGLOPHONE.....	13,177	100.0	7,473	56.7	5,704	43.3
I AM A FRANCOPHONE.....	3,639	100.0	2,002	55.0	1,637	44.0
I COULD NOT RELOCATE.....	3,835	100.0	2,423	63.2	1,411	36.8
I WAS 'NOT PART OF THE GROUP'.....	20,385	100.0	13,039	62.1	7,346	37.9
I WAS UNABLE TO TRAVEL.....	896	100.0	253	28.3	642	71.7
OTHER SPECIFY.....	18,146	100.0	10,688	58.9	7,457	41.1
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q26A - FIRST MOST IMPORTANT FACTOR IDENTIFIED IN Q25						
NOT APPLICABLE.....	94,588	100.0	54,178	57.3	40,410	42.7
MY MANAGER/SUPERVISOR DID NOT THINK I WAS READY.....	6,573	100.0	4,037	61.4	2,536	38.6
MY MANAGER/SUPERVISOR DID NOT WANT TO REPLACE ME.....	7,876	100.0	3,675	46.7	4,201	53.3
MY MANAGER/SUPERVISOR DID NOT GIVE ME INFO ABOUT THE JOB.....	2,297	100.0	1,320	57.5	977	42.5
MY MANAGER/SUPERVISOR WOULD NOT SUPPORT MY APPLICATION.....	4,798	100.0	3,305	68.9	1,493	31.1
I DID NOT GET ALONG WITH MY SUPERVISOR.....	2,465	100.0	1,376	55.8	1,088	44.2
I DID NOT WANT TO WORK OVERTIME/SET HOURS/SHIFTS.....	407	100.0	211	51.8	196	48.2
I WAS TOO YOUNG.....	945	100.0	604	63.9	341	36.1
I WAS TOO OLD.....	1,065	100.0	628	59.0	436	41.0
I WAS PREGNANT OR I WAS PLANNING TO BECOME PREGNANT.....	365	100.0	-	-	365	100.0
I AM A WOMAN.....	801	100.0	-	-	801	100.0
I AM A MAN.....	1,517	100.0	1,517	100.0	-	-
I AM A MEMBER OF A VISIBLE MINORITY GROUP.....	936	100.0	683	72.9	254	27.1
I AM A PERSON WITH DISABILITIES.....	273	100.0	195	71.5	78	28.5
I AM AN ABORIGINAL PERSON.....	55	100.0	-	-	55	100.0
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A WOMAN.....	241	100.0	25	10.3	216	89.7
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A MAN.....	13	100.0	13	100.0	-	-
I HAD YOUNG CHILDREN OR OTHER DEPENDENTS AT HOME.....	260	100.0	46	17.6	214	82.4
I WORKED PART-TIME/I SHARED A JOB.....	419	100.0	16	3.9	402	96.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q26A - FIRST MOST IMPORTANT FACTOR IDENTIFIED IN Q25						
I WAS A SINGLE PARENT.....	40	100.0	-	-	40	100.0
I OBJECTED TO SEXUAL HARASSMENT.....	226	100.0	59	26.0	167	74.0
I HAD TAKEN MATERNITY/PATERNITY/PARENTAL OR CHILD CARE LEAVE.....	202	100.0	-	-	202	100.0
I HAD TAKEN EDUCATION/LANGUAGE TRAINING LEAVE.....	86	100.0	79	91.6	7	8.4
I HAD TAKEN LONG TERM DISABILITY/SICK LEAVE.....	232	100.0	63	27.3	168	72.7
I AM AN ANGLOPHONE.....	6,228	100.0	3,215	51.6	3,012	48.4
I AM A FRANCOPHONE.....	1,092	100.0	535	49.0	557	51.0
I COULD NOT RELOCATE.....	979	100.0	618	63.1	361	36.9
I WAS 'NOT PART OF THE GROUP'.....	6,241	100.0	4,075	65.3	2,165	34.7
I WAS UNABLE TO TRAVEL.....	156	100.0	55	35.6	100	64.4
OTHER, PLEASE SPECIFY.....	9,812	100.0	5,954	60.7	3,858	39.3
RESPONDENT ANSWERED OTHER BUT SHOULD HAVE SKIPPED.....	2,369	100.0	1,293	54.6	1,076	45.4
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO LANGUAGE REASON.....	450	100.0	325	72.3	125	27.7
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO DOWNSIZING/BUDGET CUT.....	484	100.0	191	39.4	293	60.6
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO COMPETITION/PROMOTION PROCESS NOT FAIR.....	1,615	100.0	1,078	66.7	538	33.3
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO NOTHING AVAILABLE/POSITIONS NOT OPEN.....	3,462	100.0	2,174	62.8	1,288	37.2
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO LACK OF A DEGREE/EDUCATION.....	631	100.0	321	50.9	310	49.1
NOT STATED.....	42,894	100.0	23,785	55.5	19,108	44.5
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q26B - SECOND MOST IMPORTANT FACTOR IDENTIFIED IN Q25						
NOT APPLICABLE.....	118,723	100.0	67,919	57.2	50,804	42.8
MY MANAGER/SUPERVISOR DID NOT THINK I WAS READY.....	2,245	100.0	1,535	68.4	710	31.6
MY MANAGER/SUPERVISOR DID NOT WANT TO REPLACE ME.....	4,113	100.0	2,336	56.8	1,777	43.2
MY MANAGER/SUPERVISOR DID NOT GIVE ME INFO ABOUT THE JOB.....	3,134	100.0	1,684	53.7	1,450	46.3
MY MANAGER/SUPERVISOR WOULD NOT SUPPORT MY APPLICATION.....	4,921	100.0	2,889	58.7	2,032	41.3
I DID NOT GET ALONG WITH MY SUPERVISOR.....	2,660	100.0	1,576	59.3	1,084	40.7
I DID NOT WANT TO WORK OVERTIME / SET HOURS / SHIFTS.....	324	100.0	71	22.1	252	77.9
I WAS TOO YOUNG.....	1,281	100.0	767	59.9	514	40.1
I WAS TOO OLD.....	1,012	100.0	610	60.3	402	39.7
I WAS PREGNANT OR I WAS PLANNING TO BECOME PREGNANT.....	277	100.0	-	-	277	100.0
I AM A WOMAN.....	1,463	100.0	28	1.9	1,435	98.1
I AM A MAN.....	1,640	100.0	1,640	100.0	-	-
I AM A MEMBER OF A VISIBLE MINORITY GROUP.....	680	100.0	492	72.3	188	27.7
I AM A PERSON WITH DISABILITIES.....	361	100.0	185	51.2	176	48.8
I AM AN ABORIGINAL PERSON.....	45	100.0	13	29.2	32	70.8
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A WOMAN.....	469	100.0	33	7.0	436	93.0
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A MAN.....	134	100.0	134	100.0	-	-
I HAD YOUNG CHILDREN OR OTHER DEPENDENTS AT HOME.....	419	100.0	59	14.1	360	85.9
I WORKED PART-TIME/I SHARED A JOB.....	83	100.0	-	-	83	100.0
I WAS DIVORCED/SEPARATED.....	52	100.0	12	23.2	40	76.8
I WAS A SINGLE PARENT.....	48	100.0	-	-	48	100.0
I OBJECTED TO SEXUAL HARASSMENT.....	94	100.0	28	30.0	66	70.0
I HAD TAKEN MATERNITY/PATERNITY/PARENTAL OR CHILD CARE LEAVE.....	396	100.0	28	7.1	368	92.9
I HAD TAKEN EDUCATION/LANGUAGE TRAINING LEAVE.....	57	100.0	13	22.7	44	77.3
I HAD TAKEN LONG TERM DISABILITY/SICK LEAVE.....	337	100.0	121	35.7	217	64.3
I AM AN ANGLOPHONE.....	3,278	100.0	2,029	61.9	1,250	38.1
I AM A FRANCOPHONE.....	877	100.0	549	62.5	329	37.5
I COULD NOT RELOCATE.....	1,187	100.0	762	64.2	425	35.8
I WAS 'NOT PART OF THE GROUP'.....	5,317	100.0	3,385	63.7	1,931	36.3
I WAS UNABLE TO TRAVEL.....	170	100.0	52	30.8	118	69.2
OTHER, PLEASE SPECIFY.....	2,114	100.0	1,469	69.5	645	30.5
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO LANGUAGE REASON.....	55	100.0	40	73.9	14	26.1
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO DOWNSIZING/BUDGET CUT.....	118	100.0	62	52.7	56	47.3
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO COMPETITION/PROMOTION PROCESS NOT FAIR.....	101	100.0	85	84.3	16	15.7

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q25B - SECOND MOST IMPORTANT FACTOR IDENTIFIED IN Q25						
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO NOTHING AVAILABLE/POSITIONS NOT OPEN.....	303	100.0	276	91.2	27	8.8
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO LACK OF A DEGREE/EDUCATION.....	16	100.0	-	-	16	100.0
NOT STATED.....	44,586	100.0	24,765	55.5	19,821	44.5
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q26C - THIRD MOST IMPORTANT FACTOR IDENTIFIED IN Q25						
NOT APPLICABLE.....	132,766	100.0	76,195	57.4	56,571	42.6
MY MANAGER/SUPERVISOR DID NOT THINK I WAS READY.....	1,863	100.0	1,058	56.8	805	43.2
MY MANAGER/SUPERVISOR DID NOT WANT TO REPLACE ME.....	2,038	100.0	1,075	52.7	963	47.3
MY MANAGER/SUPERVISOR DID NOT GIVE ME INFO ABOUT THE JOB.....	1,732	100.0	1,083	62.5	650	37.5
MY MANAGER/SUPERVISOR WOULD NOT SUPPORT MY APPLICATION.....	2,326	100.0	1,406	60.5	919	39.5
I DID NOT GET ALONG WITH MY SUPERVISOR.....	1,218	100.0	898	73.7	321	26.3
I DID NOT WANT TO WORK OVERTIME/SET HOURS/SHIFTS.....	129	100.0	11	2.6	126	97.4
I WAS TOO YOUNG.....	601	100.0	338	56.3	263	43.7
I WAS TOO OLD.....	471	100.0	294	62.3	178	37.7
I WAS PREGNANT OR I WAS PLANNING TO BECOME PREGNANT.....	287	100.0	-	-	287	100.0
I AM A WOMAN.....	988	100.0	-	-	988	100.0
I AM A MAN.....	824	100.0	824	100.0	-	-
I AM A MEMBER OF A VISIBLE MINORITY GROUP.....	396	100.0	245	61.9	151	38.1
I AM A PERSON WITH DISABILITIES.....	143	100.0	80	56.1	63	43.9
I AM AN ABORIGINAL PERSON.....	59	100.0	59	100.0	-	-
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A WOMAN.....	469	100.0	29	6.2	440	93.8
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A MAN.....	130	100.0	124	95.5	6	4.5
I HAD YOUNG CHILDREN OR OTHER DEPENDENTS AT HOME.....	379	100.0	22	5.9	356	94.1
I WORKED PART-TIME/I SHARED A JOB.....	110	100.0	-	-	110	100.0
I WAS DIVORCED/SEPARATED.....	108	100.0	77	71.3	31	28.7
I WAS A SINGLE PARENT.....	98	100.0	20	20.6	78	79.4
I OBJECTED TO SEXUAL HARASSMENT.....	53	100.0	15	28.4	38	71.6
I HAD TAKEN MATERNITY/PATERNITY/PARENTAL OR CHILD CARE LEAVE.....	250	100.0	19	7.7	231	92.3
I HAD TAKEN EDUCATION/LANGUAGE TRAINING LEAVE.....	43	100.0	26	61.8	16	38.2
I HAD TAKEN LONG TERM DISABILITY/SICK LEAVE.....	98	100.0	33	33.7	65	66.3
I AM AN ANGLOPHONE.....	1,476	100.0	973	65.9	503	34.1
I AM A FRANCOPHONE.....	750	100.0	445	59.4	305	40.6
I COULD NOT RELOCATE.....	448	100.0	300	67.0	148	33.0
I WAS 'NOT PART OF THE GROUP'.....	4,559	100.0	2,875	63.1	1,684	36.9
I WAS UNABLE TO TRAVEL.....	179	100.0	59	32.9	120	67.1
OTHER, PLEASE SPECIFY.....	1,743	100.0	1,079	61.9	663	38.1
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO LANGUAGE REASON.....	86	100.0	55	64.0	31	36.0
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO DOWNSIZING/BUDGET CUT.....	24	100.0	24	100.0	-	-
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO COMPETITION/PROMOTION PROCESS NOT FAIR.....	241	100.0	154	63.7	88	36.3
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO NOTHING AVAILABLE/POSITIONS NOT OPEN.....	163	100.0	160	98.0	3	2.0
RESPONDENT ANSWERED OTHER BUT HAS BEEN RECODED TO LACK OF A DEGREE/EDUCATION.....	81	100.0	14	17.4	67	82.6
NOT STATED.....	45,761	100.0	25,585	55.9	20,176	44.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1
Q27 - DID YOU WANT OR REQUEST A DEVELOPMENTAL OPPORTUNITY IN THE PAST THREE YEARS?						
YES.....	108.643	100.0	59.848	55.1	48.795	44.9
NO.....	88.875	100.0	52.508	59.1	36.367	40.9
NOT STATED.....	5.573	100.0	3.293	59.1	2.280	40.9
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1
Q28 - REASONS WHY YOU THINK YOU WERE DENIED ACCESS TO A DEVELOPMENTAL OPPORTUNITY						
MY MANAGER/SUPERVISOR DID NOT THINK I WAS READY.....	7.684	100.0	4.255	55.4	3.430	44.6
MY MANAGER/SUPERVISOR DID NOT WANT TO HAVE TO REPLACE ME.....	25.496	100.0	13.309	52.2	12.187	47.8
MY MANAGER/SUPERVISOR DID NOT GIVE ME INFORMATION.....	19.788	100.0	10.801	54.6	8.987	45.4
MY MANAGER/SUPERVISOR WOULD NOT SUPPORT MY APPLICATION.....	21.571	100.0	13.220	61.3	8.351	38.7
I DID NOT GET ALONG WITH MY SUPERVISOR.....	7.409	100.0	4.770	64.4	2.639	35.6
I DID NOT WANT TO WORK OVERTIME/SET HOURS/SHIFTS.....	1.263	100.0	631	49.9	633	50.1
I WAS TOO YOUNG.....	1.974	100.0	1.241	62.9	733	37.1
I WAS TOO OLD.....	2.673	100.0	1.635	61.2	1.038	38.8
I WAS PREGNANT OR I WAS PLANNING TO BECOME PREGNANT.....	745	100.0	19	2.5	727	97.5
I AM A WOMAN.....	3.328	100.0	-	-	3.328	100.0
I AM A MAN.....	3,191	100.0	3,191	100.0	-	-
I AM A MEMBER OF A VISIBLE MINORITY GROUP.....	1,997	100.0	1,357	67.9	640	32.1
I AM A PERSON WITH DISABILITIES.....	954	100.0	592	62.1	362	37.9
I AM AN ABORIGINAL PERSON.....	176	100.0	32	18.2	144	81.8
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A WOMAN.....	907	100.0	55	6.0	853	94.0
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A MAN.....	352	100.0	312	88.6	40	11.4
I HAD YOUNG CHILDREN OR OTHER DEPENDENTS AT HOME.....	2.032	100.0	584	28.7	1,448	71.3
I WORKED PART-TIME/I SHARED A JOB.....	1.238	100.0	105	8.5	1,133	91.5
I WAS DIVORCED/SEPARATED.....	556	100.0	240	43.1	317	56.9
I WAS A SINGLE PARENT.....	636	100.0	81	12.7	555	87.3
I OBJECTED TO SEXUAL HARASSMENT.....	560	100.0	131	23.4	429	76.6
I HAD TAKEN MATERNITY/PATERNITY/PARENTAL OR CHILD CARE LEAVE.....	1.036	100.0	47	4.6	989	95.4
I HAD TAKEN EDUCATION/LANGUAGE TRAINING LEAVE.....	325	100.0	181	55.6	144	44.4
I HAD TAKEN LONG TERM DISABILITY/SICK LEAVE.....	805	100.0	355	44.1	450	55.9
I AM AN ANGLOPHONE.....	8.861	100.0	5,303	59.8	3,558	40.2
I AM A FRANCOPHONE.....	2.781	100.0	1,774	63.8	1,007	36.2
I COULD NOT RELOCATE.....	2.821	100.0	1,488	52.7	1,333	47.3
I WAS 'NOT PART OF THE GROUP'.....	16.869	100.0	10,537	62.5	6,331	37.5
I WAS UNABLE TO TRAVEL.....	1.115	100.0	336	30.1	779	69.9
OTHER SPECIFY.....	32.053	100.0	18,145	56.6	13,889	43.4
NOT STATED.....	40.593	100.0	22,001	54.2	18,592	45.8
TOTAL.....	203.091	100.0	115.649	56.9	87.442	43.1
Q29A - FIRST MOST IMPORTANT FACTOR IDENTIFIED IN Q28						
NOT APPLICABLE.....	88.875	100.0	52.508	59.1	36.367	40.9
MY MANAGER/SUPERVISOR DID NOT THINK I WAS READY.....	2.918	100.0	1.657	56.8	1.261	43.2
MY MANAGER/SUPERVISOR DID NOT WANT TO REPLACE ME.....	12.629	100.0	6.271	49.7	6.358	50.3
MY MANAGER/SUPERVISOR DID NOT GIVE ME INFORMATION.....	4.951	100.0	2,745	55.4	2.206	44.6
MY MANAGER/SUPERVISOR WOULD NOT SUPPORT MY APPLICATION.....	5.953	100.0	3,855	64.8	2,097	35.2
I DID NOT GET ALONG WITH MY SUPERVISOR.....	1.870	100.0	1,257	67.2	613	32.8
I DID NOT WANT TO WORK OVERTIME / SET HOURS / SHIFTS.....	206	100.0	82	40.1	123	59.9
I WAS TOO YOUNG.....	382	100.0	303	79.2	79	20.8
I WAS TOO OLD.....	714	100.0	415	58.1	299	41.9
I WAS PREGNANT OR I WAS PLANNING TO BECOME PREGNANT.....	199	100.0	-	-	199	100.0
I AM A WOMAN.....	414	100.0	-	-	414	100.0
I AM A MAN.....	648	100.0	648	100.0	-	-
I AM A MEMBER OF A VISIBLE MINORITY GROUP.....	464	100.0	365	78.7	99	21.3
I AM A PERSON WITH DISABILITIES.....	284	100.0	207	72.8	77	27.2
I AM AN ABORIGINAL PERSON.....	33	100.0	-	-	33	100.0
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A WOMAN.....	192	100.0	-	-	192	100.0
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A MAN.....	13	100.0	13	100.0	-	-
I HAD YOUNG CHILDREN OR OTHER DEPENDENTS AT HOME.....	407	100.0	131	32.3	276	67.7

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q22A = FIRST MOST IMPORTANT FACTOR IDENTIFIED IN Q2B						
I WORKED PART-TIME / I SHARED A JOB.....	564	100.0	16	2.9	548	97.1
I WAS DIVORCED / SEPARATED.....	28	100.0	-	-	28	100.0
I WAS A SINGLE PARENT.....	72	100.0	5	7.3	66	92.7
I OBJECTED TO SEXUAL HARASSMENT.....	83	100.0	13	15.6	70	84.4
I HAD TAKEN MATERNITY / PATERNITY/ PARENTAL OR CHILD CARE LEAVE.....	172	100.0	13	7.7	159	92.3
I HAD TAKEN EDUCATION / LANGUAGE TRAINING LEAVE.....	108	100.0	88	82.2	19	17.8
I HAD TAKEN LONG TERM DISABILITY / SICK LEAVE	201	100.0	87	43.3	114	56.7
I AM AN ANGLOPHONE.....	3,278	100.0	1,856	56.6	1,422	43.4
I AM A FRANCOPHONE.....	729	100.0	466	61.1	263	38.9
I COULD NOT RELOCATE.....	623	100.0	356	57.2	266	42.8
I WAS 'NOT PART OF THE GROUP'.....	4,492	100.0	2,941	65.5	1,551	34.5
I WAS UNABLE TO TRAVEL.....	145	100.0	23	16.0	122	84.0
OTHER, PLEASE SPECIFY.....	17,952	100.0	10,699	59.6	7,253	40.4
NOT STATED.....	53,491	100.0	28,646	53.6	24,845	46.4
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q22B = SECOND MOST IMPORTANT FACTOR IDENTIFIED IN Q2B						
NOT APPLICABLE.....	110,819	100.0	65,148	58.8	45,671	41.2
MY MANAGER/SUPERVISOR DID NOT THINK I WAS READY.....	1,184	100.0	827	69.8	357	30.2
MY MANAGER/SUPERVISOR DID NOT WANT TO REPLACE ME.....	4,761	100.0	2,460	51.7	2,301	48.3
MY MANAGER/SUPERVISOR DID NOT GIVE ME INFORMATION.....	6,431	100.0	3,271	50.9	3,159	49.1
MY MANAGER/SUPERVISOR WOULD NOT SUPPORT MY APPLICATION.....	6,519	100.0	3,969	60.9	2,550	39.1
I DID NOT GET ALONG WITH MY SUPERVISOR.....	2,074	100.0	1,372	66.2	701	33.8
I DID NOT WANT TO WORK OVERTIME / SET HOURS / SHIFTS.....	315	100.0	220	69.8	95	30.2
I WAS TOO YOUNG.....	376	100.0	253	67.2	123	32.8
I WAS TOO OLD.....	553	100.0	364	65.8	189	34.2
I WAS PREGNANT OR I WAS PLANNING TO BECOME PREGNANT.....	231	100.0	-	-	231	100.0
I AM A WOMAN.....	958	100.0	-	-	958	100.0
I AM A MAN.....	879	100.0	879	100.0	-	-
I AM A MEMBER OF A VISIBLE MINORITY GROUP.....	509	100.0	368	72.2	142	27.8
I AM A PERSON WITH DISABILITIES.....	218	100.0	92	42.2	126	57.8
I AM AN ABORIGINAL PERSON.....	30	100.0	-	-	30	100.0
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A WOMAN.....	267	100.0	23	8.5	244	91.5
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A MAN.....	83	100.0	72	86.5	11	13.5
I HAD YOUNG CHILDREN OR OTHER DEPENDENTS AT HOME.....	493	100.0	197	39.9	296	60.1
I WORKED PART-TIME / I SHARED A JOB.....	320	100.0	70	21.9	250	78.1
I WAS DIVORCED / SEPARATED.....	74	100.0	16	22.3	58	77.7
I WAS A SINGLE PARENT.....	164	100.0	28	17.1	136	82.9
I OBJECTED TO SEXUAL HARASSMENT.....	75	100.0	26	35.3	49	64.7
I HAD TAKEN MATERNITY / PATERNITY/ PARENTAL OR CHILD CARE LEAVE.....	179	100.0	-	-	179	100.0
I HAD TAKEN EDUCATION / LANGUAGE TRAINING LEAVE.....	38	100.0	2	5.8	36	94.2
I HAD TAKEN LONG TERM DISABILITY / SICK LEAVE	129	100.0	24	18.2	106	81.8
I AM AN ANGLOPHONE.....	2,239	100.0	1,358	60.6	882	39.4
I AM A FRANCOPHONE.....	729	100.0	462	63.4	266	36.6
I COULD NOT RELOCATE.....	698	100.0	332	47.6	366	52.4
I WAS 'NOT PART OF THE GROUP'.....	4,490	100.0	2,851	63.5	1,639	36.5
I WAS UNABLE TO TRAVEL.....	205	100.0	83	40.4	122	59.6
OTHER, PLEASE SPECIFY.....	2,611	100.0	1,716	65.7	895	34.3
NOT STATED.....	54,438	100.0	29,166	53.6	25,273	46.4
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q22C = THIRD MOST IMPORTANT FACTOR IDENTIFIED IN Q2B						
NOT APPLICABLE.....	123,679	100.0	72,601	58.7	51,078	41.3
MY MANAGER/SUPERVISOR DID NOT THINK I WAS READY.....	834	100.0	356	42.7	477	57.3
MY MANAGER/SUPERVISOR DID NOT WANT TO REPLACE ME.....	2,576	100.0	1,450	56.3	1,127	43.7
MY MANAGER/SUPERVISOR DID NOT GIVE ME INFORMATION.....	2,558	100.0	1,496	58.5	1,062	41.5
MY MANAGER/SUPERVISOR WOULD NOT SUPPORT MY APPLICATION.....	4,084	100.0	2,499	61.2	1,585	38.8
I DID NOT GET ALONG WITH MY SUPERVISOR.....	1,276	100.0	796	62.4	480	37.6
I DID NOT WANT TO WORK OVERTIME / SET HOURS / SHIFTS.....	203	100.0	88	43.6	115	56.4
I WAS TOO YOUNG.....	349	100.0	235	67.3	114	32.7
I WAS TOO OLD.....	414	100.0	203	49.0	211	51.0

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q22C - THIRD MOST IMPORTANT FACTOR IDENTIFIED IN Q28						
I WAS PREGNANT OR I WAS PLANNING TO BECOME PREGNANT.....	70	100.0	-	-	70	100.0
I AM A WOMAN.....	746	100.0	18	2.4	728	97.6
I AM A MAN.....	502	100.0	502	100.0	-	-
I AM A MEMBER OF A VISIBLE MINORITY GROUP.....	332	100.0	211	63.6	121	36.4
I AM A PERSON WITH DISABILITIES.....	57	100.0	19	32.5	39	67.5
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A WOMAN.....	156	100.0	32	20.5	124	79.5
I WANTED A JOB FOR WHICH THEY WOULD NOT NORMALLY HIRE A MAN.....	66	100.0	44	66.7	22	33.3
I HAD YOUNG CHILDREN OR OTHER DEPENDENTS AT HOME.....	371	100.0	16	4.3	355	95.7
I WORKED PART-TIME / I SHARED A JOB.....	151	100.0	-	-	151	100.0
I WAS DIVORCED / SEPARATED.....	127	100.0	111	87.7	16	12.3
I WAS A SINGLE PARENT.....	81	100.0	-	-	81	100.0
I OBJECTED TO SEXUAL HARASSMENT.....	110	100.0	28	25.7	81	74.3
I HAD TAKEN MATERNITY / PATERNITY/ PARENTAL OR CHILD CARE LEAVE.....	298	100.0	19	6.5	279	93.5
I HAD TAKEN EDUCATION / LANGUAGE TRAINING LEAVE.....	18	100.0	9	46.2	10	53.8
I HAD TAKEN LONG TERM DISABILITY / SICK LEAVE	190	100.0	89	46.9	101	53.1
I AM AN ANGLOPHONE.....	1,414	100.0	869	61.5	545	38.5
I AM A FRANCOPHONE.....	330	100.0	168	51.0	162	49.0
I COULD NOT RELOCATE.....	626	100.0	300	48.0	326	52.0
I WAS 'NOT PART OF THE GROUP'.....	3,923	100.0	2,494	63.6	1,428	36.4
I WAS UNABLE TO TRAVEL.....	146	100.0	2	1.4	144	98.6
OTHER, PLEASE SPECIFY.....	2,348	100.0	1,473	62.8	874	37.2
NOT STATED.....	55,056	100.0	29,519	53.6	25,536	46.4
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q30 - WHICH OF THE FOLLOWING BEST REPRESENTS YOUR PLANS FOR THE NEXT THREE TO FIVE YEARS?						
NO CHANGE.....	39,457	100.0	24,012	60.9	15,446	39.1
SEEK PROMOTION WITHIN DEPARTMENT/AGENCY.....	95,654	100.0	53,813	56.3	41,841	43.7
REASSIGNMENT WITHIN DEPARTMENT/AGENCY.....	13,839	100.0	7,957	57.5	5,882	42.5
SEEK PROMOTION OUTSIDE DEPARTMENT/AGENCY.....	11,838	100.0	6,937	58.6	4,901	41.4
REASSIGNMENT OUTSIDE DEPARTMENT/AGENCY.....	4,036	100.0	2,332	57.8	1,704	42.2
COMPLETE CHANGE IN OCCUPATION WITHIN THE PUBLIC SERVICE.....	7,530	100.0	3,797	50.4	3,733	49.6
OBTAIN PART-TIME/JOB SHARING EMPLOYMENT INSIDE THE PUBLIC SERVICE.....	2,318	100.0	390	16.8	1,927	83.2
OBTAIN PART-TIME/JOB SHARING EMPLOYMENT OUTSIDE THE PUBLIC SERVICE.....	910	100.0	447	49.1	463	50.9
LEAVE THE PUBLIC SERVICE TEMPORARILY.....	2,743	100.0	936	34.1	1,807	65.9
LEAVE THE PUBLIC SERVICE PERMANENTLY.....	14,924	100.0	9,996	67.0	4,927	33.0
OTHER PLEASE SPECIFY.....	8,149	100.0	4,106	50.4	4,043	49.6
NOT STATED.....	1,693	100.0	926	54.7	767	45.3

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY

TOTAL ALL DEPARTMENTS						
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q31 - REASONS FOR WANTING CHANGE						
TO GET A HIGHER SALARY.....	96,593	100.0	54,491	56.4	42,102	43.6
TO GAIN MORE EXPERIENCE.....	92,782	100.0	48,191	51.9	44,592	48.1
TO HAVE MORE RESPONSIBILITY.....	78,875	100.0	43,890	55.6	34,984	44.4
BECAUSE I AM RAISING CHILDREN.....	93,649	100.0	50,581	54.0	43,068	46.0
TO HAVE MORE TIME TO SPEND WITH MY FAMILY.....	9,172	100.0	4,449	48.5	4,722	51.5
TO HAVE MORE TIME TO SPEND WITH MY FAMILY.....	8,929	100.0	5,242	58.7	3,687	41.3
BECAUSE I HAVE PROBLEMS WITH CHILD CARE.....	1,107	100.0	262	23.7	845	76.3
I CAN'T STAND MY JOB.....	7,666	100.0	4,106	53.6	3,561	46.4
I DO NOT GET ALONG WITH MY SUPERVISOR/MANAGER	6,586	100.0	4,265	64.8	2,321	35.2
IT IS THE NEXT LOGICAL STEP IN MY CAREER PLAN	83,725	100.0	49,138	58.7	34,587	41.3
TO GET AWAY FROM A DISCRIMINATORY WORKING						
ENVIRONMENT.....	14,648	100.0	8,291	56.6	6,357	43.4
OTHER.....	24,674	100.0	14,092	57.1	10,582	42.9
NOT STATED.....	4,150	100.0	2,508	60.4	1,642	39.6
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q32 - REASONS FOR NOT SEEKING A CHANGE						
I NEED MORE TIME TO GAIN EXPERIENCE.....	5,838	100.0	3,679	63.0	2,159	37.0
I DO NOT HAVE ENOUGH EDUCATION TO CHANGE						
GROUP AND/OR LEVEL.....	5,808	100.0	3,623	62.4	2,186	37.6
I FACE SOME LANGUAGE BARRIERS.....	5,275	100.0	3,339	63.3	1,936	36.7
I HAVE ALREADY REACHED THE HIGHEST LEVEL FOR						
MY SKILLS.....	5,199	100.0	3,534	68.0	1,665	32.0
A NEW JOB WILL NOT ALLOW SUFFICIENT TIME FOR						
FAMILY RESPONSIBILITIES.....	4,862	100.0	2,478	51.0	2,383	49.0
I DO NOT WANT ADDED WORK RESPONSIBILITIES.....	6,808	100.0	3,812	56.0	2,996	44.0
I DO NOT WANT TO CHANGE MY CHILD CARE						
ARRANGEMENTS.....	796	100.0	303	38.5	493	61.5
I CANNOT FIND A JOB WITH APPROPRIATE HOURS.....	638	100.0	321	50.4	317	49.6
THE COMPETITION PROCESS IS TOO STRESSFUL.....	6,548	100.0	2,742	41.9	3,806	58.1
MY PAST EXPERIENCE LEADS ME TO BELIEVE THAT						
MY CHANCES OF GETTING A PROMOTION ARE						
LIMITED.....	9,354	100.0	6,367	68.1	2,987	31.9
I DO NOT THINK THERE WILL BE ANY JOBS.....	4,952	100.0	2,803	56.6	2,150	43.4
I HAVE ALREADY REACHED MY CAREER GOAL.....	6,086	100.0	4,052	66.6	2,034	33.4
I AM GOING TO RETIRE.....	7,403	100.0	5,480	74.0	1,922	26.0
I AM SATISFIED WITH MY CURRENT POSITION.....	26,367	100.0	15,962	60.5	10,406	39.5
OTHER.....	4,967	100.0	3,117	62.8	1,850	37.2
NOT STATED.....	1,737	100.0	973	56.0	764	44.0
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q33A - FIRST MOST IMPORTANT FACTOR IDENTIFIED						
IN Q32						
NOT APPLICABLE.....	162,236	100.0	90,851	56.0	71,385	44.0
I NEED MORE TIME TO GAIN EXPERIENCE.....	3,011	100.0	1,908	63.4	1,103	36.6
I DO NOT HAVE ENOUGH EDUCATION TO CHANGE						
GROUP AND/OR LEVEL.....	2,217	100.0	1,528	68.9	689	31.1
I FACE SOME LANGUAGE BARRIERS.....	1,942	100.0	1,214	62.5	727	37.5
I HAVE ALREADY REACHED THE HIGHEST LEVEL FOR						
MY SKILLS.....	1,183	100.0	803	67.9	380	32.1
A NEW JOB WILL NOT ALLOW SUFFICIENT TIME FOR						
FAMILY RESPONSIBILITIES.....	1,591	100.0	695	43.7	895	56.3
I DO NOT WANT ADDED WORK RESPONSIBILITIES.....	1,300	100.0	657	50.5	643	49.5
I DO NOT WANT TO CHANGE MY CHILD CARE						
ARRANGEMENTS.....	62	100.0	-	-	62	100.0
I CANNOT FIND A JOB WITH APPROPRIATE HOURS.....	188	100.0	150	79.8	38	20.2
THE COMPETITION PROCESS IS TOO STRESSFUL.....	1,895	100.0	831	43.9	1,064	56.1
MY PAST EXPERIENCE LEADS ME TO BELIEVE THAT						
MY CHANCES OF GETTING A PROMOTION ARE						
LIMITED.....	2,264	100.0	1,686	74.5	577	25.5
I DO NOT THINK THERE WILL BE ANY JOBS.....	781	100.0	358	45.8	423	54.2
I HAVE ALREADY REACHED MY CAREER GOAL.....	1,250	100.0	887	70.9	363	29.1
I AM GOING TO RETIRE.....	2,789	100.0	2,066	74.1	723	25.9
I AM SATISFIED WITH MY CURRENT POSITION.....	10,923	100.0	6,379	58.4	4,544	41.6
OTHER, PLEASE SPECIFY.....	2,112	100.0	1,418	67.1	694	32.9
NOT STATED.....	7,348	100.0	4,217	57.4	3,131	42.6
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q33B - SECOND MOST IMPORTANT FACTOR						
IDENTIFIED IN Q32						
NOT APPLICABLE.....	168,533	100.0	94,930	56.3	73,604	43.7
I NEED MORE TIME TO GAIN EXPERIENCE.....	1,072	100.0	553	51.6	519	48.4
I DO NOT HAVE ENOUGH EDUCATION TO CHANGE						
GROUP AND/OR LEVEL.....	1,048	100.0	604	57.6	444	42.4
I FACE SOME LANGUAGE BARRIERS.....	1,297	100.0	782	60.3	515	39.7
I HAVE ALREADY REACHED THE HIGHEST LEVEL FOR						
MY SKILLS.....	1,037	100.0	688	66.3	349	33.7
A NEW JOB WILL NOT ALLOW SUFFICIENT TIME FOR						
FAMILY RESPONSIBILITIES.....	1,450	100.0	692	47.7	757	52.3
I DO NOT WANT ADDED WORK RESPONSIBILITIES.....	1,874	100.0	1,125	60.0	749	40.0

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q33B - SECOND MOST IMPORTANT FACTOR IDENTIFIED IN Q32						
I DO NOT WANT TO CHANGE MY CHILD CARE ARRANGEMENTS.....	299	100.0	80	26.6	219	73.4
I CANNOT FIND A JOB WITH APPROPRIATE HOURS....	145	100.0	125	86.4	20	13.6
THE COMPETITION PROCESS IS TOO STRESSFUL.....	1,763	100.0	609	34.5	1,154	65.5
MY PAST EXPERIENCE LEADS ME TO BELIEVE THAT MY CHANCES OF GETTING A PROMOTION ARE LIMITED.....	3,093	100.0	2,068	66.8	1,026	33.2
I DO NOT THINK THERE WILL BE ANY JOBS.....	1,718	100.0	1,215	70.7	503	29.3
I HAVE ALREADY REACHED MY CAREER GOAL.....	2,547	100.0	1,570	61.6	978	38.4
I AM GOING TO RETIRE.....	1,784	100.0	1,423	79.8	361	20.2
I AM SATISFIED WITH MY CURRENT POSITION.....	5,531	100.0	3,324	60.1	2,208	39.9
OTHER, PLEASE SPECIFY.....	1,047	100.0	729	69.7	317	30.3
NOT STATED.....	8,851	100.0	5,133	58.0	3,718	42.0
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q33C - THIRD MOST IMPORTANT FACTOR IDENTIFIED IN Q32						
NOT APPLICABLE.....	175,290	100.0	98,796	56.4	76,494	43.6
I NEED MORE TIME TO GAIN EXPERIENCE.....	650	100.0	441	67.9	208	32.1
I DO NOT HAVE ENOUGH EDUCATION TO CHANGE GROUP AND/OR LEVEL.....	854	100.0	418	48.9	436	51.1
I FACE SOME LANGUAGE BARRIERS.....	558	100.0	357	64.0	201	36.0
I HAVE ALREADY REACHED THE HIGHEST LEVEL FOR MY SKILLS.....	1,125	100.0	729	64.8	396	35.2
A NEW JOB WILL NOT ALLOW SUFFICIENT TIME FOR FAMILY RESPONSIBILITIES.....	794	100.0	461	58.0	334	42.0
I DO NOT WANT ADDED WORK RESPONSIBILITIES....	1,717	100.0	1,031	60.0	686	40.0
I DO NOT WANT TO CHANGE MY CHILD CARE ARRANGEMENTS.....	223	100.0	85	38.2	138	61.8
I CANNOT FIND A JOB WITH APPROPRIATE HOURS....	73	100.0	-	-	73	100.0
THE COMPETITION PROCESS IS TOO STRESSFUL.....	1,104	100.0	535	48.4	569	51.6
MY PAST EXPERIENCE LEADS ME TO BELIEVE THAT MY CHANCES OF GETTING A PROMOTION ARE LIMITED.....	1,569	100.0	1,045	66.6	524	33.4
I DO NOT THINK THERE WILL BE ANY JOBS.....	1,086	100.0	596	54.9	490	45.1
I HAVE ALREADY REACHED MY CAREER GOAL.....	1,234	100.0	850	68.9	384	31.1
I AM GOING TO RETIRE.....	1,350	100.0	894	66.3	455	33.7
I AM SATISFIED WITH MY CURRENT POSITION.....	5,524	100.0	3,549	64.3	1,975	35.7
OTHER, PLEASE SPECIFY.....	498	100.0	296	59.4	202	40.6
NOT STATED.....	9,444	100.0	5,567	58.9	3,878	41.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Total.....	203,091	100.0	115,649	56.9	87,442	43.1
Q34a - FIRST FACTOR THAT WOULD HELP IN REALIZING CAREER ASPIRATIONS						
TOTAL WITHIN PUBLIC SERVICE.....	138,552	100.0	78,713	56.8	59,840	43.2
NO BARRIERS.....	11,239	100.0	6,923	61.6	4,316	38.4
NO BARRIERS.....	6,598	100.0	4,250	64.4	2,348	35.6
NOT APPLICABLE.....	3,344	100.0	2,021	60.4	1,323	39.6
NOT INTERESTED.....	1,297	100.0	652	50.3	645	49.7
TRAINING/EDUCATION.....	46,752	100.0	24,396	52.2	22,356	47.8
TRAINING.....	14,421	100.0	7,103	49.3	7,318	50.7
LANGUAGE TRAINING.....	8,501	100.0	4,458	52.4	4,043	47.6
MANAGEMENT TRAINING.....	1,200	100.0	733	61.1	467	38.9
SUPERVISORY TRAINING.....	403	100.0	328	81.5	75	18.5
GREATER EDUCATION.....	11,143	100.0	5,952	53.4	5,191	46.6
TO BE BILINGUAL.....	7,481	100.0	3,861	51.3	3,620	48.7
OTHER (INCL EXPERIENCE).....	3,603	100.0	1,979	54.9	1,624	45.1
POSITION CHANGE WITHOUT COMPETITION.....	8,856	100.0	4,118	46.5	4,737	53.5
LATERAL TRANSFER.....	1,365	100.0	796	58.3	569	41.7
SECONDMENT.....	1,596	100.0	742	46.5	853	53.5
ACTING APPOINTMENTS.....	1,862	100.0	707	37.9	1,155	62.1
UNDERFILL.....	72	100.0	31	43.3	41	56.7
RECLASSIFICATION OF THE POSITION.....	2,527	100.0	1,383	54.7	1,144	45.3
PERMANENT.....	844	100.0	97	11.5	747	88.5
OTHER.....	590	100.0	362	61.5	227	38.5
COMPETITION/STAFFING/PROMOTION.....	30,460	100.0	18,419	60.5	12,041	39.5
MORE JOB OPENINGS.....	9,027	100.0	5,604	62.1	3,423	37.9
GREATER ACCESS IN ORDER TO APPLY TO JOB						
COMPETITIONS.....	2,987	100.0	1,508	50.5	1,479	49.5
FAIR COMPETITION/PROMOTION PROCESS.....	12,311	100.0	7,565	61.5	4,746	38.5
LESS BILINGUALISM.....	2,843	100.0	1,883	66.2	960	33.8
OTHER (INCL CHANGE IN COMPETITION PROCESS).....	3,292	100.0	1,860	56.5	1,432	43.5
LEAVE.....	784	100.0	466	59.5	318	40.5
MORE AFFORDABLE EDUCATIONAL LEAVE.....	675	100.0	441	65.3	234	34.7
MORE AFFORDABLE CHILD CARE AND NURTURING						
LEAVE.....	75	100.0	-	-	75	100.0
OTHER.....	34	100.0	25	73.2	9	26.8
HOURS OF WORK MODIFICATION.....	983	100.0	220	22.3	764	77.7
FLEXIBLE WORKING HOURS.....	85	100.0	7	8.6	78	91.4
AVAILABILITY OF PART-TIME WORK.....	453	100.0	25	5.5	428	94.5
AVAILABILITY OF JOB SHARING WORK.....	236	100.0	89	37.8	147	62.2
OTHER.....	209	100.0	98	47.0	111	53.0
CAREER DEVELOPMENT OPPORTUNITIES WITHIN THE						
PS.....	8,141	100.0	4,084	50.2	4,057	49.8
CAREER DEVELOPMENT PROGRAM.....	4,307	100.0	2,074	48.1	2,234	51.9
CAREER COUNSELLING THROUGH PS PROGRAMS.....	1,018	100.0	475	46.6	543	53.4
ATTENDING/PARTICIPATING IN						
CONFERENCE/WORKSHOPS WITHIN PS.....	140	100.0	59	42.1	81	57.9
BETTER COMMUNICATION ABOUT JOB OPENINGS AND						
PROGS IN DEPT.....	1,904	100.0	922	48.4	983	51.6
BETTER COMMUNICATION ABOUT JOB OPENINGS AND						
PROGS BETWEEN DEPTS.....	596	100.0	426	71.4	170	28.6
OTHER.....	175	100.0	129	73.8	46	26.2
NETWORKING/CONTACTS.....	2,635	100.0	1,446	54.9	1,188	45.1
NETWORKING WITH CURRENT DEPARTMENT/AGENCY..	1,877	100.0	1,180	62.9	697	37.1
NETWORKING WITH OTHER DEPARTMENTS/AGENCIES..	144	100.0	74	51.0	71	49.0
JOINING NON WORK CLUBS AND GROUPS.....	143	100.0	84	58.9	59	41.1
CAREER COUNSELLING WITH AN EFFECTIVE MENTOR						
OR MORE SENIOR PERSON.....	468	100.0	108	23.2	360	76.8
OTHER.....	2	100.0	-	-	2	100.0
CHANGE IN THE WORK ENVIRONMENT.....	18,224	100.0	10,774	59.1	7,450	40.9
LESS DISCRIMINATION IN THE WORK PLACE.....	5,706	100.0	3,519	61.7	2,187	38.3
POSITIVE SELF-IMAGE REINFORCED BY WORK						
ENVIRONMENT.....	2,626	100.0	1,666	63.4	960	36.6
MOTIVATION TO LOOK FOR ADVANCEMENT.....	1,614	100.0	1,027	63.6	588	36.4
WORKSITE CHILDCARE.....	154	100.0	-	-	154	100.0
MORE POWER.....	391	100.0	230	58.8	161	41.2
CHANGE IN MANAGEMENT VIEW OF THINKING.....	5,329	100.0	3,497	65.6	1,832	34.4
OTHER.....	903	100.0	635	70.2	269	29.8
GOVERNMENT RELOCATION PROGRAM.....	1,986	100.0	1,216	61.2	770	38.8
RELOCATION FROM OTTAWA.....	47	100.0	47	100.0	-	-

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1989

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q34A - FIRST FACTOR THAT WOULD HELP IN REALIZING CAREER ASPIRATIONS						
RELOCATION TO OTTAWA.....	235	100.0	141	60.0	94	40.0
BETTER POLICY IN CASE OF RELOCATION.....	508	100.0	339	66.8	169	33.2
RELOCATION TO OTHER REGION.....	1,113	100.0	624	56.1	488	43.9
OTHER.....	83	100.0	64	77.1	19	22.9
OTHER GOVERNMENT PROGRAMS.....	5,998	100.0	4,962	82.7	1,036	17.3
REINFORCEMENT OF EMPLOYMENT EQUITY PROGRAM.	533	100.0	222	41.7	310	58.3
ABOLITION OF THE EMPLOYMENT EQUITY PROGRAM						
TO STOP REVERSE DISCRIMINATION.....	3,223	100.0	3,107	96.4	116	3.6
REINFORCEMENT OF THE FRANCOPHONE POLICY....	320	100.0	290	90.6	30	9.4
ABOLITION OF THE FRANCOPHONE POLICY.....	1,187	100.0	814	68.6	372	31.4
MORE BUDGET (CUT IN THE BUDGET).....	602	100.0	411	68.2	191	31.8
OTHER.....	134	100.0	118	88.0	16	12.0
OTHER FACTORS UNDER THE PS JURISDICTION.....	2,494	100.0	1,688	67.7	806	32.3
NOT UNDER THE PUBLIC SERVICE.....	5,832	100.0	3,313	56.8	2,519	43.2
CAREER DEVELOPMENT OPPORTUNITIES OUTSIDE THE PS.....	84	100.0	79	93.8	5	6.2
ATTENDING/PARTICIPATING IN						
CONFERENCE/WORKSHOPS OUTSIDE PS.....	52	100.0	47	90.0	5	10.0
OTHER.....	32	100.0	32	100.0	-	-
CHANGE IN THE SOCIAL ENVIRONMENT.....	687	100.0	235	34.3	452	65.7
REDUCTION OF FAMILY RESPONSIBILITIES						
PRESSURE.....	509	100.0	165	32.4	344	67.6
GREATER ACCEPTANCE OF FAMILY RESPONSIBILITY						
LEAVES.....	118	100.0	39	32.9	79	67.1
BETTER, MORE RELIABLE CHILD CARE						
ARRANGEMENTS.....	28	100.0	-	-	28	100.0
OTHER.....	33	100.0	32	96.6	1	3.4
OTHER FACTORS NOT UNDER THE PS.....	5,061	100.0	2,999	59.3	2,062	40.7
NOT SPECIFIED.....	58,707	100.0	33,623	57.3	25,083	42.7

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Total.....	203,091	100.0	115,649	56.9	87,442	43.1
Q348 - SECOND FACTOR THAT WOULD HELP IN REALIZING CAREER ASPIRATIONS						
TOTAL WITHIN PUBLIC SERVICE.....	51,531	100.0	27,139	52.7	24,391	47.3
NO BARRIERS.....	41	100.0	41	100.0	-	-
NO BARRIERS.....	41	100.0	41	100.0	-	-
TRAINING/EDUCATION.....	15,864	100.0	8,301	52.3	7,563	47.7
TRAINING.....	5,370	100.0	2,593	48.3	2,776	51.7
LANGUAGE TRAINING.....	2,016	100.0	888	44.0	1,129	56.0
MANAGEMENT TRAINING.....	1,078	100.0	700	64.9	379	35.1
SUPERVISORY TRAINING.....	343	100.0	147	42.9	196	57.1
GREATER EDUCATION.....	2,576	100.0	1,309	50.8	1,267	49.2
TO BE BILINGUAL.....	1,869	100.0	1,063	56.9	806	43.1
OTHER (INCL EXPERIENCE).....	2,611	100.0	1,600	61.3	1,011	38.7
POSITION CHANGE WITHOUT COMPETITION.....	5,050	100.0	1,887	37.4	3,162	62.6
LATERAL TRANSFER.....	483	100.0	80	16.5	403	83.5
SECONDMENT.....	1,587	100.0	526	33.1	1,061	66.9
ACTING APPOINTMENTS.....	1,762	100.0	603	34.2	1,160	65.8
UNDERFILL.....	36	100.0	-	-	36	100.0
RECLASSIFICATION OF THE POSITION.....	828	100.0	463	56.0	364	44.0
PERMANENT.....	175	100.0	100	57.3	75	42.7
OTHER.....	179	100.0	115	64.4	64	35.6
COMPETITION/STAFFING/PROMOTION.....	9,592	100.0	5,333	55.6	4,259	44.4
MORE JOB OPENINGS.....	1,993	100.0	1,127	56.6	866	43.4
GREATER ACCESS IN ORDER TO APPLY TO JOB COMPETITIONS.....	1,927	100.0	1,015	52.7	912	47.3
FAIR COMPETITION/PROMOTION PROCESS.....	3,718	100.0	2,211	59.5	1,506	40.5
LESS BILINGUALISM.....	879	100.0	425	48.4	453	51.6
OTHER (INCL CHANGE IN COMPETITION PROCESS).....	1,076	100.0	554	51.5	521	48.5
LEAVE.....	561	100.0	328	58.4	234	41.6
MORE AFFORDABLE EDUCATIONAL LEAVE.....	479	100.0	286	59.8	193	40.2
MORE AFFORDABLE CHILD CARE AND NURTURING LEAVE.....	4	100.0	-	-	4	100.0
OTHER.....	78	100.0	41	52.7	37	47.3
HOURS OF WORK MODIFICATION.....	493	100.0	166	33.6	328	66.4
FLEXIBLE WORKING HOURS.....	103	100.0	21	20.8	82	79.2
AVAILABILITY OF PART-TIME WORK.....	128	100.0	18	13.8	110	86.2
AVAILABILITY OF JOB SHARING WORK.....	129	100.0	61	47.2	68	52.8
OTHER.....	133	100.0	66	49.2	68	50.8
CAREER DEVELOPMENT OPPORTUNITIES WITHIN THE PS.....	5,505	100.0	2,570	46.7	2,935	53.3
CAREER DEVELOPMENT PROGRAM.....	2,926	100.0	1,453	49.7	1,473	50.3
CAREER COUNSELLING THROUGH PS PROGRAMS.....	521	100.0	243	46.6	278	53.4
ATTENDING/PARTICIPATING IN CONFERENCE/WORKSHOPS WITHIN PS.....	176	100.0	59	33.5	117	66.5
BETTER COMMUNICATION ABOUT JOB OPENINGS AND PROGS IN DEPT.....	1,311	100.0	558	42.6	753	57.4
BETTER COMMUNICATION ABOUT JOB OPENINGS AND PROGS BETWEEN DEPTS.....	470	100.0	195	41.5	275	58.5
OTHER.....	101	100.0	61	60.9	39	39.1
NETWORKING/CONTACTS.....	1,868	100.0	1,200	64.2	669	35.8
NETWORKING WITH CURRENT DEPARTMENT/AGENCY.....	1,063	100.0	645	60.6	418	39.4
NETWORKING WITH OTHER DEPARTMENTS/AGENCIES.....	128	100.0	72	56.6	56	43.4
JOINING NON WORK CLUBS AND GROUPS.....	261	100.0	235	89.8	27	10.2
CAREER COUNSELLING WITH AN EFFECTIVE MENTOR OR MORE SENIOR PERSON.....	393	100.0	248	63.1	145	36.9
OTHER.....	23	100.0	-	-	23	100.0
CHANGE IN THE WORK ENVIRONMENT.....	8,831	100.0	4,687	53.1	4,144	46.9
LESS DISCRIMINATION IN THE WORK PLACE.....	2,640	100.0	1,532	58.1	1,107	41.9
LESS SEXIST ENVIRONMENT.....	635	100.0	139	21.9	496	78.1
POSITIVE SELF-IMAGE REINFORCED BY WORK ENVIRONMENT.....	1,571	100.0	875	55.7	696	44.3
MOTIVATION TO LOOK FOR ADVANCEMENT.....	1,208	100.0	602	49.8	606	50.2
WORKSITE CHILDCARE.....	52	100.0	-	-	52	100.0
MORE POWER.....	213	100.0	142	66.7	71	33.3
CHANGE IN MANAGEMENT VIEW OF THINKING.....	2,128	100.0	1,217	57.2	911	42.8
OTHER.....	385	100.0	180	46.7	206	53.3
GOVERNMENT RELOCATION PROGRAM.....	799	100.0	458	57.3	341	42.7
RELOCATION FROM OTTAWA.....	19	100.0	18	90.2	2	9.8
RELOCATION TO OTTAWA.....	128	100.0	86	67.6	41	32.4
BETTER POLICY IN CASE OF RELOCATION.....	206	100.0	126	61.3	80	38.7

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q34B - SECOND FACTOR THAT WOULD HELP IN REALIZING CAREER ASPIRATIONS						
RELOCATION TO OTHER REGION.....	348	100.0	183	52.7	165	47.3
OTHER.....	97	100.0	44	45.6	53	54.4
OTHER GOVERNMENT PROGRAMS.....	2,603	100.0	2,033	78.1	571	21.9
REINFORCEMENT OF EMPLOYMENT EQUITY PROGRAM.	282	100.0	94	33.2	189	66.8
ABOLITION OF THE EMPLOYMENT EQUITY PROGRAM TO STOP REVERSE DISCRIMINATION.....	1,142	100.0	1,038	90.9	104	9.1
REINFORCEMENT OF THE FRANCOPHONE POLICY....	77	100.0	58	74.8	19	25.2
ABOLITION OF THE FRANCOPHONE POLICY.....	730	100.0	623	85.4	107	14.6
MORE BUDGET (CUT IN THE BUDGET).....	292	100.0	141	48.4	151	51.6
OTHER.....	80	100.0	78	98.4	1	1.6
OTHER FACTORS UNDER THE PS JURISDICTION.....	322	100.0	137	42.4	186	57.6
NOT UNDER THE PUBLIC SERVICE.....	1,783	100.0	924	51.8	859	48.2
CAREER DEVELOPMENT OPPORTUNITIES OUTSIDE THE PS.....	52	100.0	32	61.4	20	38.6
ATTENDING/PARTICIPATING IN CONFERENCE/WORKSHOPS OUTSIDE PS.....	52	100.0	32	61.4	20	38.6
CHANGE IN THE SOCIAL ENVIRONMENT.....	553	100.0	169	30.6	384	69.4
REDUCTION OF FAMILY RESPONSIBILITIES	309	100.0	98	31.7	211	68.3
GREATER ACCEPTANCE OF FAMILY RESPONSIBILITY LEAVES.....	122	100.0	52	42.4	70	57.6
BETTER, MORE RELIABLE CHILD CARE ARRANGEMENTS.....	68	100.0	-	-	68	100.0
OTHER.....	55	100.0	20	35.8	35	64.2
OTHER FACTORS NOT UNDER THE PS.....	1,178	100.0	723	61.4	455	38.6
NOT STATED.....	149,777	100.0	87,586	58.5	62,192	41.5

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Total.....	203,091	100.0	115,649	56.9	87,442	43.1
Q34C - THIRD FACTOR THAT WOULD HELP IN REALIZING CAREER ASPIRATIONS						
TOTAL WITHIN PUBLIC SERVICE.....	13,466	100.0	6,543	48.6	6,923	51.4
TRAINING/EDUCATION.....	3,056	100.0	1,156	37.8	1,901	62.2
TRAINING.....	811	100.0	305	37.6	506	62.4
LANGUAGE TRAINING.....	447	100.0	111	24.8	337	75.2
MANAGEMENT TRAINING.....	118	100.0	30	25.1	89	74.9
SUPERVISORY TRAINING.....	104	100.0	74	71.2	30	28.8
GREATER EDUCATION.....	618	100.0	176	28.4	442	71.6
TO BE BILINGUAL.....	400	100.0	142	35.5	258	64.5
OTHER (INCL EXPERIENCE).....	558	100.0	319	57.1	239	42.9
POSITION CHANGE WITHOUT COMPETITION.....	1,183	100.0	560	47.4	623	52.6
LATERAL TRANSFER.....	162	100.0	111	68.1	52	31.9
SECONDMENT.....	386	100.0	141	36.5	245	63.5
ACTING APPOINTMENTS.....	444	100.0	185	41.7	259	58.3
RECLASSIFICATION OF THE POSITION.....	140	100.0	94	66.7	47	33.3
OTHER.....	51	100.0	30	59.6	20	40.4
COMPETITION/STAFFING/PROMOTION.....	2,500	100.0	1,446	57.8	1,054	42.2
MORE JOB OPENINGS.....	463	100.0	276	59.6	187	40.4
GREATER ACCESS IN ORDER TO APPLY TO JOB COMPETITIONS.....	341	100.0	184	53.9	157	46.1
FAIR COMPETITION/PROMOTION PROCESS.....	1,430	100.0	918	64.2	512	35.8
LESS BILINGUALISM.....	135	100.0	33	24.6	102	75.4
OTHER (INCL CHANGE IN COMPETITION PROCESS).....	131	100.0	35	26.8	96	73.2
LEAVE.....	88	100.0	30	34.3	58	65.7
MORE AFFORDABLE EDUCATIONAL LEAVE.....	88	100.0	30	34.3	58	65.7
HOURS OF WORK MODIFICATION.....	92	100.0	38	41.4	54	58.6
FLEXIBLE WORKING HOURS.....	21	100.0	-	-	21	100.0
AVAILABILITY OF PART-TIME WORK.....	17	100.0	-	-	17	100.0
AVAILABILITY OF JOB SHARING WORK.....	16	100.0	-	-	16	100.0
OTHER.....	38	100.0	38	100.0	-	-
CAREER DEVELOPMENT OPPORTUNITIES WITHIN THE PS.....	1,879	100.0	892	47.5	987	52.5
CAREER DEVELOPMENT PROGRAM.....	813	100.0	315	38.8	497	61.2
CAREER COUNSELLING THROUGH PS PROGRAMS.....	177	100.0	32	18.3	144	81.7
ATTENDING/PARTICIPATING IN CONFERENCE/WORKSHOPS WITHIN PS.....	142	100.0	85	59.5	58	40.5
BETTER COMMUNICATION ABOUT JOB OPENINGS AND PROGS IN DEPT.....	365	100.0	232	63.6	133	36.4
BETTER COMMUNICATION ABOUT JOB OPENINGS AND PROGS BETWEEN DEPTS.....	382	100.0	227	59.6	154	40.4
NETWORKING/CONTACTS.....	608	100.0	270	44.4	338	55.6
NETWORKING WITH CURRENT DEPARTMENT/AGENCY..	486	100.0	247	50.8	239	49.2
NETWORKING WITH OTHER DEPARTMENTS/AGENCIES..	41	100.0	23	56.6	18	43.4
JOINING NON WORK CLUBS AND GROUPS.....	40	100.0	-	-	40	100.0
CAREER COUNSELLING WITH AN EFFECTIVE MENTOR OR MORE SENIOR PERSON.....	40	100.0	-	-	40	100.0
CHANGE IN THE WORK ENVIRONMENT.....	2,897	100.0	1,252	43.2	1,645	56.8
LESS DISCRIMINATION IN THE WORK PLACE.....	629	100.0	221	35.1	408	64.9
LESS SEXIST ENVIRONMENT.....	157	100.0	14	8.6	143	91.4
POSITIVE SELF-IMAGE REINFORCED BY WORK ENVIRONMENT.....	664	100.0	218	32.9	446	67.1
MOTIVATION TO LOOK FOR ADVANCEMENT.....	366	100.0	253	69.0	113	31.0
WORKSITE CHILDCARE.....	27	100.0	-	-	27	100.0
MORE POWER.....	116	100.0	38	32.6	78	67.4
CHANGE IN MANAGEMENT VIEW OF THINKING.....	700	100.0	411	58.7	289	41.3
OTHER.....	237	100.0	97	41.0	140	59.0
GOVERNMENT RELOCATION PROGRAM.....	392	100.0	274	69.9	118	30.1
RELOCATION TO OTTAWA.....	63	100.0	50	72.6	13	20.4
BETTER POLICY IN CASE OF RELOCATION.....	174	100.0	115	66.3	59	33.7
RELOCATION TO OTHER REGION.....	116	100.0	75	65.1	40	34.9
OTHER.....	33	100.0	33	100.0	-	-
OTHER GOVERNMENT PROGRAMS.....	597	100.0	489	81.9	108	18.1
REINFORCEMENT OF EMPLOYMENT EQUITY PROGRAM..	103	100.0	40	38.7	63	61.3
ABOLITION OF THE EMPLOYMENT EQUITY PROGRAM TO STOP REVERSE DISCRIMINATION.....	285	100.0	268	94.0	17	6.0
REINFORCEMENT OF THE FRANCOPHONE POLICY.....	3	100.0	-	-	3	100.0
ABOLITION OF THE FRANCOPHONE POLICY.....	112	100.0	103	91.7	9	8.3
MORE BUDGET (CUT IN THE BUDGET).....	47	100.0	47	100.0	-	-
OTHER.....	47	100.0	31	67.5	15	32.5

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1982

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q34C - THIRD FACTOR THAT WOULD HELP IN REALIZING CAREER ASPIRATIONS						
OTHER FACTORS UNDER THE PS JURISDICTION.....	175	100.0	137	78.0	39	22.0
NOT UNDER THE PUBLIC SERVICE.....	633	100.0	342	54.1	290	45.9
CHANGE IN THE SOCIAL ENVIRONMENT.....	140	100.0	7	4.8	133	95.2
REDUCTION OF FAMILY RESPONSIBILITIES PRESSURE.....	31	100.0	7	22.1	24	77.9
GREATER ACCEPTANCE OF FAMILY RESPONSIBILITY LEAVES.....	26	100.0	-	-	26	100.0
BETTER, MORE RELIABLE CHILD CARE ARRANGEMENTS.....	62	100.0	-	-	62	100.0
OTHER.....	21	100.0	-	-	21	100.0
OTHER FACTORS NOT UNDER THE PS.....	492	100.0	335	68.1	157	31.9
NOT STATED.....	188,933	100.0	108,764	57.5	80,228	42.5

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1989

RESPONSES TO QUESTIONNAIRE SURVEY

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.1 - THERE ARE BETTER JOB OPPORTUNITIES IN THE PUBLIC SERVICE IF YOU COME FROM THE OUTSIDE.....						
STRONGLY AGREE.....	17,944	100.0	10,686	59.6	7,258	40.4
SLIGHTLY AGREE.....	41,668	100.0	24,204	58.1	17,463	41.9
SLIGHTLY DISAGREE.....	45,808	100.0	26,883	58.7	18,926	41.3
STRONGLY DISAGREE.....	50,425	100.0	28,125	55.8	22,298	44.2
NO OPINION.....	40,108	100.0	21,780	54.3	18,328	45.7
NOT STATED.....	7,139	100.0	3,970	55.6	3,168	44.4
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.2 - POSITIONS ARE OFTEN POSTED AFTER THE DEPARTMENT / AGENCY HAS ALREADY IDENTIFIED THE PERSON THEY WANT TO FILL THE POSITION.....						
STRONGLY AGREE.....	86,272	100.0	46,980	54.5	39,292	45.5
SLIGHTLY AGREE.....	72,385	100.0	41,932	57.9	30,452	42.1
SLIGHTLY DISAGREE.....	18,918	100.0	11,291	59.7	7,627	40.3
STRONGLY DISAGREE.....	11,729	100.0	7,386	63.0	4,343	37.0
NO OPINION.....	9,979	100.0	5,891	59.0	4,088	41.0
NOT STATED.....	3,808	100.0	2,169	57.0	1,639	43.0
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.3 - FRANCOPHONES GET AHEAD MORE EASILY.....						
STRONGLY AGREE.....	57,157	100.0	33,576	58.7	23,581	41.3
SLIGHTLY AGREE.....	44,725	100.0	26,782	59.9	17,943	40.1
SLIGHTLY DISAGREE.....	24,541	100.0	12,830	52.3	11,711	47.7
STRONGLY DISAGREE.....	44,604	100.0	24,585	55.4	19,819	44.6
NO OPINION.....	27,154	100.0	14,983	55.2	12,172	44.8
NOT STATED.....	5,110	100.0	2,894	56.6	2,216	43.4
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.4 - THERE ARE NOT ENOUGH VACANT POSITIONS OPENING UP IN THE PUBLIC SERVICE.....						
STRONGLY AGREE.....	81,737	100.0	41,054	50.2	40,683	49.8
SLIGHTLY AGREE.....	59,498	100.0	34,068	57.3	25,429	42.7
SLIGHTLY DISAGREE.....	23,839	100.0	15,588	65.4	8,251	34.6
STRONGLY DISAGREE.....	9,093	100.0	6,005	66.0	3,089	34.0
NO OPINION.....	23,317	100.0	15,350	65.8	7,968	34.2
NOT STATED.....	5,606	100.0	3,584	63.9	2,023	36.1
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.5 - MEN AND WOMEN ARE TREATED IN THE SAME WAY IN MY DEPARTMENT.....						
STRONGLY AGREE.....	57,298	100.0	35,183	61.4	22,115	38.6
SLIGHTLY AGREE.....	50,469	100.0	28,418	56.3	22,051	43.7
SLIGHTLY DISAGREE.....	41,989	100.0	22,221	52.9	19,768	47.1
STRONGLY DISAGREE.....	34,307	100.0	18,197	53.0	16,110	47.0
NO OPINION.....	14,199	100.0	8,813	62.1	5,386	37.9
NOT STATED.....	4,828	100.0	2,817	58.3	2,012	41.7
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.6 - MEN AND WOMEN ARE TREATED IN THE SAME WAY IN THE PUBLIC SERVICE.....						
STRONGLY AGREE.....	23,242	100.0	15,161	65.2	8,082	34.8
SLIGHTLY AGREE.....	50,683	100.0	30,067	59.3	20,616	40.7
SLIGHTLY DISAGREE.....	55,587	100.0	29,324	52.8	26,262	47.2
STRONGLY DISAGREE.....	37,927	100.0	20,647	54.4	17,280	45.6
NO OPINION.....	29,762	100.0	17,135	57.6	12,627	42.4
NOT STATED.....	5,890	100.0	3,315	56.3	2,574	43.7
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.7 - EVEN THOUGH I HAVE THE SKILLS TO DO A CERTAIN JOB, I KNOW I WON'T GET SOME JOBS WITHOUT A UNIVERSITY DEGREE.....						
STRONGLY AGREE.....	74,939	100.0	41,903	55.9	33,036	44.1
SLIGHTLY AGREE.....	51,421	100.0	28,847	56.1	22,573	43.9
SLIGHTLY DISAGREE.....	21,319	100.0	11,111	52.1	10,207	47.9
STRONGLY DISAGREE.....	14,947	100.0	8,736	58.4	6,211	41.6
NO OPINION.....	34,468	100.0	21,377	62.0	13,091	38.0
NOT STATED.....	5,998	100.0	3,675	61.3	2,323	38.7
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.8 - MEN MAKE BETTER MANAGERS THAN WOMEN DO.....						
STRONGLY AGREE.....	10,351	100.0	6,885	66.5	3,466	33.5
SLIGHTLY AGREE.....	21,736	100.0	15,808	72.7	5,928	27.3
SLIGHTLY DISAGREE.....	29,819	100.0	19,767	66.3	10,052	33.7
STRONGLY DISAGREE.....	108,572	100.0	46,869	43.2	61,702	56.8
NO OPINION.....	28,053	100.0	23,607	84.2	4,446	15.8
NOT STATED.....	4,560	100.0	2,713	59.5	1,848	40.5

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1989

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.9 - EMP EQUITY AND AFFIRMATIVE ACTION PROGS GIVE WOMEN AN UNFAIR CAREER ADVANTAGE WHEN PS IS DOWNSIZING.						
STRONGLY AGREE.....	29,651	100.0	24,449	82.5	5,202	17.5
SLIGHTLY AGREE.....	49,706	100.0	35,427	71.3	14,280	28.7
SLIGHTLY DISAGREE.....	33,552	100.0	16,426	49.0	17,126	51.0
STRONGLY DISAGREE.....	37,226	100.0	12,800	34.4	24,427	65.6
NO OPINION.....	47,158	100.0	23,465	49.8	23,693	50.2
NOT STATED.....	5,797	100.0	3,082	53.2	2,715	46.8
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.10 - WHEN BEING CONSIDERED FOR A JOB, IT IS A DISADVANTAGE TO HAVE FAMILY RESPONSIBILITIES.						
STRONGLY AGREE.....	15,076	100.0	5,995	39.8	9,081	60.2
SLIGHTLY AGREE.....	49,798	100.0	22,514	45.2	27,283	54.8
SLIGHTLY DISAGREE.....	41,395	100.0	24,428	59.0	16,967	41.0
STRONGLY DISAGREE.....	59,348	100.0	39,753	67.0	19,595	33.0
NO OPINION.....	32,513	100.0	20,168	62.0	12,345	38.0
NOT STATED.....	4,962	100.0	2,790	56.2	2,172	43.8
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.11 - WOMEN WHO ARE PREGNANT SHOULD NOT APPLY FOR COMPETITIONS IN THE PUBLIC SERVICE.						
STRONGLY AGREE.....	14,684	100.0	10,072	68.6	4,612	31.4
SLIGHTLY AGREE.....	20,476	100.0	13,442	65.6	7,034	34.4
SLIGHTLY DISAGREE.....	28,400	100.0	18,726	65.9	9,673	34.1
STRONGLY DISAGREE.....	113,319	100.0	55,390	48.9	57,929	51.1
NO OPINION.....	21,497	100.0	15,179	70.6	6,318	29.4
NOT STATED.....	4,715	100.0	2,839	60.2	1,876	39.8
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.12 - RAISING CHILDREN SHOULD BE A WOMAN'S RESPONSIBILITY.						
STRONGLY AGREE.....	9,503	100.0	6,447	67.8	3,056	32.2
SLIGHTLY AGREE.....	14,100	100.0	10,338	73.3	3,761	26.7
SLIGHTLY DISAGREE.....	23,779	100.0	16,266	68.4	7,512	31.6
STRONGLY DISAGREE.....	136,124	100.0	68,859	50.6	67,265	49.4
NO OPINION.....	14,212	100.0	10,533	74.1	3,679	25.9
NOT STATED.....	5,373	100.0	3,206	59.7	2,168	40.3
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.13 - WOMEN HAVE TO BE MORE QUALIFIED THEN MEN TO BE PROMOTED.						
STRONGLY AGREE.....	26,787	100.0	4,841	18.1	21,946	81.9
SLIGHTLY AGREE.....	42,637	100.0	15,333	36.0	27,304	64.0
SLIGHTLY DISAGREE.....	34,623	100.0	23,130	66.8	11,492	33.2
STRONGLY DISAGREE.....	79,654	100.0	60,275	75.7	19,379	24.3
NO OPINION.....	14,729	100.0	9,341	63.4	5,388	36.6
NOT STATED.....	4,661	100.0	2,728	58.5	1,933	41.5
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.14 - WOMEN IN THE PUBLIC SERVICE COME UP AGAINST AN INVISIBLE BARRIER ONCE THEY GET TO A CERTAIN LEVEL.						
STRONGLY AGREE.....	34,661	100.0	7,891	22.8	26,770	77.2
SLIGHTLY AGREE.....	56,377	100.0	26,315	46.7	30,063	53.3
SLIGHTLY DISAGREE.....	28,694	100.0	19,714	68.7	8,980	31.3
STRONGLY DISAGREE.....	40,455	100.0	33,230	82.1	7,224	17.9
NO OPINION.....	38,009	100.0	25,433	66.9	12,576	33.1
NOT STATED.....	4,895	100.0	3,066	62.6	1,829	37.4
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.15 - PEOPLE GET AHEAD BECAUSE OF WHO THEY KNOW.						
STRONGLY AGREE.....	70,069	100.0	38,041	54.3	32,027	45.7
SLIGHTLY AGREE.....	95,136	100.0	54,198	57.0	40,937	43.0
SLIGHTLY DISAGREE.....	18,245	100.0	11,159	61.2	7,086	38.8
STRONGLY DISAGREE.....	9,274	100.0	6,097	65.7	3,177	34.3
NO OPINION.....	6,905	100.0	3,999	57.9	2,905	42.1
NOT STATED.....	3,462	100.0	2,153	62.2	1,309	37.8
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1989

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
<u>Q35.16 - PEOPLE QUIT THE PUBLIC SERVICE RATHER THAN REPAY PENSION CONTRIBUTIONS AFTER EXTENDED LEAVE.</u>						
STRONGLY AGREE.....	5,473	100.0	2,303	42.1	3,170	57.9
SLIGHTLY AGREE.....	16,582	100.0	7,987	48.2	8,595	51.8
SLIGHTLY DISAGREE.....	21,019	100.0	10,530	50.1	10,489	49.9
STRONGLY DISAGREE.....	23,457	100.0	12,089	51.5	11,368	48.5
NO OPINION.....	131,481	100.0	79,654	60.6	51,827	39.4
NOT STATED.....	5,078	100.0	3,086	60.8	1,992	39.2
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
<u>Q35.17 - UNIONS ARE MORE SUPPORTIVE THAN MANAGEMENT ON ISSUES RELATED TO EMPLOYMENT EQUITY.</u>						
STRONGLY AGREE.....	28,755	100.0	16,787	58.4	11,967	41.6
SLIGHTLY AGREE.....	49,320	100.0	28,434	57.7	20,887	42.3
SLIGHTLY DISAGREE.....	29,839	100.0	17,821	59.7	12,017	40.3
STRONGLY DISAGREE.....	20,727	100.0	12,518	60.4	8,209	39.6
NO OPINION.....	69,726	100.0	37,410	53.7	32,316	46.3
NOT STATED.....	4,724	100.0	2,679	56.7	2,045	43.3
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
<u>Q35.18 - WOMEN HAVE BEEN PLACED IN POSITIONS BEYOND THEIR EXPERTISE AND TRAINING BECAUSE OF THE EMPLOYMENT EQUITY PROGRAM.</u>						
STRONGLY AGREE.....	21,363	100.0	17,511	82.0	3,852	18.0
SLIGHTLY AGREE.....	48,884	100.0	35,650	72.9	13,234	27.1
SLIGHTLY DISAGREE.....	33,210	100.0	17,812	53.6	15,397	46.4
STRONGLY DISAGREE.....	46,756	100.0	15,490	33.1	31,266	66.9
NO OPINION.....	48,000	100.0	26,325	54.8	21,674	45.2
NOT STATED.....	4,878	100.0	2,860	58.6	2,018	41.4
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
<u>Q35.19 - WOMEN SHOULD NOT EXPECT TO BE PLACED IN MANAGEMENT POSITIONS THAT HAVE USUALLY BEEN HELD BY MEN.</u>						
STRONGLY AGREE.....	7,279	100.0	3,071	42.2	4,209	57.8
SLIGHTLY AGREE.....	6,807	100.0	4,139	60.8	2,668	39.2
SLIGHTLY DISAGREE.....	27,321	100.0	20,730	75.9	6,591	24.1
STRONGLY DISAGREE.....	142,871	100.0	73,891	51.7	68,980	48.3
NO OPINION.....	13,850	100.0	10,681	77.1	3,169	22.9
NOT STATED.....	4,962	100.0	3,137	63.2	1,825	36.8
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
<u>Q35.20 - PEOPLE ARE TOO SENSITIVE ABOUT SEXIST JOKES IN THE WORKPLACE.</u>						
STRONGLY AGREE.....	17,845	100.0	11,409	63.9	6,436	36.1
SLIGHTLY AGREE.....	51,636	100.0	32,374	62.7	19,263	37.3
SLIGHTLY DISAGREE.....	49,685	100.0	27,907	56.2	21,778	43.8
STRONGLY DISAGREE.....	39,301	100.0	17,636	44.9	21,665	55.1
NO OPINION.....	39,643	100.0	23,371	59.0	16,272	41.0
NOT STATED.....	4,980	100.0	2,951	59.3	2,029	40.7
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
<u>Q35.21 - SOME JOBS ARE MORE SUITED TO SKILLS THAT MEN HAVE, WHILE SOME JOBS ARE MORE SUITED TO WOMEN.</u>						
STRONGLY AGREE.....	49,273	100.0	32,719	66.4	16,554	33.6
SLIGHTLY AGREE.....	69,158	100.0	41,397	59.9	27,761	40.1
SLIGHTLY DISAGREE.....	23,419	100.0	11,989	51.2	11,430	48.8
STRONGLY DISAGREE.....	43,289	100.0	17,994	41.6	25,295	58.4
NO OPINION.....	13,614	100.0	9,008	66.2	4,606	33.8
NOT STATED.....	4,338	100.0	2,542	58.6	1,796	41.4
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
<u>Q35.22 - MEN HAVE AN ADVANTAGE BECAUSE THEY HAVE MORE ROLE MODELS THAN WOMEN DO.</u>						
STRONGLY AGREE.....	14,904	100.0	5,033	33.8	9,872	66.2
SLIGHTLY AGREE.....	43,794	100.0	23,538	53.7	20,257	46.3
SLIGHTLY DISAGREE.....	37,620	100.0	23,777	63.2	13,842	36.8
STRONGLY DISAGREE.....	68,735	100.0	39,124	56.9	29,612	43.1
NO OPINION.....	33,037	100.0	21,221	64.2	11,816	35.8
NOT STATED.....	5,001	100.0	2,957	59.1	2,044	40.9
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1989

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q35.23 - THE RULES OF BEHAVIOUR IN THIS						
WORKPLACE ARE MUCH MORE RELAXED FOR MEN						
THAN FOR WOMEN.						
STRONGLY AGREE.....	20,340	100.0	6,224	30.6	14,116	69.4
SLIGHTLY AGREE.....	40,054	100.0	18,759	46.8	21,295	53.2
SLIGHTLY DISAGREE.....	41,181	100.0	24,588	59.2	16,794	40.8
STRONGLY DISAGREE.....	69,067	100.0	47,848	69.3	21,219	30.7
NO OPINION.....	27,218	100.0	15,414	56.6	11,804	43.4
NOT STATED.....	5,232	100.0	3,017	57.7	2,215	42.3
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q35.24 - MANAGERS AND SUPERVISORS IN THE						
PUBLIC SERVICE ARE OFTEN SEXIST.						
STRONGLY AGREE.....	22,930	100.0	9,769	42.6	13,162	57.4
SLIGHTLY AGREE.....	57,529	100.0	29,129	50.6	28,400	49.4
SLIGHTLY DISAGREE.....	37,641	100.0	23,093	61.4	14,548	38.6
STRONGLY DISAGREE.....	40,391	100.0	26,440	65.5	13,951	34.5
NO OPINION.....	39,724	100.0	24,313	61.2	15,411	38.8
NOT STATED.....	4,877	100.0	2,906	59.6	1,971	40.4
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q37 - FIRST OFFICIAL LANGUAGE						
ENGLISH.....	139,894	100.0	82,422	58.9	57,473	41.1
FRENCH.....	62,796	100.0	33,015	52.6	29,780	47.4
NOT STATED.....	402	100.0	213	52.9	189	47.1
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q39 - MARITAL STATUS						
MARRIED (INCL. COMMON-LAW/PARTNER).....	147,168	100.0	91,847	62.4	55,322	37.6
SINGLE.....	32,439	100.0	14,880	45.9	17,559	54.1
WIDOWED.....	2,743	100.0	867	31.6	1,877	68.4
SEPARATED OR DIVORCED.....	20,207	100.0	7,831	38.8	12,376	61.2
NOT STATED.....	533	100.0	225	42.2	308	57.8
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q42 - WHAT IS THE HIGHEST GRADE OR LEVEL OF						
EDUCATION YOU HAVE COMPLETED?						
LESS THAN HIGH SCHOOL.....	16,728	100.0	10,769	64.4	5,960	35.6
COMPLETED SECONDARY.....	83,660	100.0	40,350	48.2	43,310	51.8
COMPLETED COMMUNITY COLLEGE, TECHNICAL COLLEGE, CEGEP, NURSE'S TRAINING..	47,313	100.0	26,230	55.4	21,084	44.6
COMPLETED BACHELOR'S DEGREE (E.G. B.A., B.SC., B.A.SC., 4 YEAR B.ED.).....	37,292	100.0	25,065	67.2	12,227	32.8
COMPLETED DEGREE IN MEDICINE, DENTISTRY, VETERINARY MEDICINE OR OPTOMETRY.	1,317	100.0	1,130	85.8	188	14.2
COMPLETED MASTER'S DEGREE (E.G. M.A., M.D.,)	11,524	100.0	8,413	73.0	3,112	27.0
COMPLETED DOCTORATE (E.G. PH.D.).....	2,895	100.0	2,481	85.7	414	14.3
UNIVERSITY DEGREE UNKNOWN.....	549	100.0	325	59.2	224	40.8
NOT STATED.....	1,812	100.0	888	49.0	925	51.0
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q43 - PLEASE INDICATE THE MAJOR FIELD OF						
STUDY OF YOUR HIGHEST DEGREE?						
NOT APPLICABLE.....	147,701	100.0	77,348	52.4	70,354	47.6
EDUCATION.....	3,231	100.0	1,769	54.8	1,462	45.2
PHYSICAL EDUCATION, RECREATION AND LEISURE...	581	100.0	408	70.3	173	29.7
FINE, PERFORMING AND APPLIED ARTS.....	2,003	100.0	1,049	52.4	954	47.6
BUSINESS ADMINISTRATION, COMMERCE, FINANCE, ACCOUNTING AND RELATED.....	12,544	100.0	9,701	77.3	2,843	22.7
SOCIAL SCIENCES, HUMANITIES AND RELATED (INCLUDING LIBRARY SCIENCE).....	14,990	100.0	8,464	56.5	6,526	43.5
LAW.....	1,423	100.0	1,032	72.5	391	27.5
AGRICULTURAL AND BIOLOGICAL SCIENCES.....	5,553	100.0	4,303	77.5	1,250	22.5
ENGINEERING AND APPLIED SCIENCES (INCLUDING FORESTRY AND ARCHITECTURE).....	5,435	100.0	4,915	90.4	520	9.6
NURSING.....	421	100.0	54	12.8	367	87.2
HEALTH PROFESSIONS AND OCCUPATIONS EXCLUDING NURSING.....	1,093	100.0	741	67.7	353	32.3
MATHEMATICS, PHYSICAL SCIENCES, COMPUTER SCIENCE AND RELATED.....	5,462	100.0	4,373	80.1	1,088	19.9
NOT STATED.....	2,653	100.0	1,492	56.2	1,161	43.8
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q44A - ARE YOU ANY ONE OF THE FOLLOWING ...						
INUIT, METIS, NON-STATUS INDIAN, STATUS						
INDIAN?						
YES.....	3,425	100.0	1,513	44.2	1,912	55.8
NO.....	190,782	100.0	109,233	57.3	81,549	42.7
NOT STATED.....	8,884	100.0	4,903	55.2	3,981	44.8
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1989

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
Q44B - CONSIDER SELF, OR BELIEVE POTENTIAL EMP WOULD CONSIDER YOU, DISADVANTAGED BY REAS OF PERSISTENT & SEVERE DISABILITY?						
YES.....	13,086	100.0	8,580	65.6	4,506	34.4
NO.....	174,102	100.0	98,833	56.8	75,269	43.2
NOT STATED.....	15,903	100.0	8,236	51.8	7,667	48.2
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q44C - ARE YOU IN A VISIBLE MINORITY IN CANADA? (I.E., BLACK, CHINESE, JAPANESE, KOREAN, SOUTH ASIAN, ETC.)						
YES.....	8,920	100.0	5,576	62.5	3,344	37.5
NO.....	179,615	100.0	102,548	57.1	77,067	42.9
NOT STATED.....	14,556	100.0	7,525	51.7	7,031	48.3
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q45 - WHAT IS YOUR ANNUAL RATE OF PAY BEFORE TAXES AND DEDUCTIONS?						
LESS THAN \$10,000.....	419	100.0	47	11.2	372	88.8
\$10,000 TO \$19,999.....	10,872	100.0	2,574	23.7	8,298	76.3
\$20,000 TO \$29,999.....	74,088	100.0	26,232	35.4	47,856	64.6
\$30,000 TO \$39,999.....	61,074	100.0	41,597	68.1	19,477	31.9
\$40,000 TO \$49,999.....	30,113	100.0	22,516	74.8	7,597	25.2
\$50,000 TO \$59,999.....	13,987	100.0	11,868	84.8	2,120	15.2
\$60,000 TO \$69,999.....	7,689	100.0	6,902	89.8	787	10.2
\$70,000 TO \$79,999.....	2,324	100.0	2,143	92.2	182	7.8
\$80,000 TO \$89,999.....	1,024	100.0	934	91.2	90	8.8
\$90,000 TO \$99,999.....	239	100.0	200	83.4	40	16.6
OVER \$100,000.....	187	100.0	154	82.5	33	17.5
NOT STATED.....	1,076	100.0	484	45.0	592	55.0
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
Q46 - WHAT WAS YOUR HOUSEHOLD'S TOTAL INCOME FOR 1988 FROM ALL SOURCES BEFORE TAXES AND DEDUCTIONS?						
LESS THAN \$10,000.....	577	100.0	213	36.9	364	63.1
\$10,000 TO \$19,999.....	4,529	100.0	1,550	34.2	2,980	65.8
\$20,000 TO \$29,999.....	27,330	100.0	11,344	41.5	15,986	58.5
\$30,000 TO \$39,999.....	34,996	100.0	21,765	62.2	13,231	37.8
\$40,000 TO \$49,999.....	36,639	100.0	22,584	61.6	14,055	38.4
\$50,000 TO \$59,999.....	32,448	100.0	19,023	58.6	13,425	41.4
\$60,000 TO \$69,999.....	23,351	100.0	13,824	59.2	9,528	40.8
\$70,000 TO \$79,999.....	16,226	100.0	9,926	61.2	6,300	38.8
\$80,000 TO \$89,999.....	8,808	100.0	5,350	60.7	3,457	39.3
\$90,000 TO \$99,999.....	5,413	100.0	3,389	62.6	2,024	37.4
OVER \$100,000.....	7,244	100.0	4,462	61.6	2,782	38.4
NOT STATED.....	5,530	100.0	2,220	40.1	3,310	59.9
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
AGE GROUP						
UNDER 25.....	3,740	100.0	1,060	28.3	2,680	71.7
25-39.....	95,719	100.0	47,991	50.1	47,728	49.9
40-49.....	58,730	100.0	36,176	61.6	22,554	38.4
50 OR OVER.....	44,902	100.0	30,422	67.8	14,480	32.2
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
NCC REGION						
NATIONAL CAPITAL REGION.....	64,872	100.0	34,083	52.5	30,789	47.5
NOT THE NATIONAL CAPITAL REGION.....	138,219	100.0	81,566	59.0	56,653	41.0
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1
CATEGORY/ORGANIZATION LEVEL OF PRESENT POSITION						
MANAGEMENT / SENIOR.....	3,668	100.0	3,209	87.5	459	12.5
SCI & PROF / JUNIOR.....	8,046	100.0	4,449	55.3	3,597	44.7
SCI & PROF / INTERMEDIATE.....	12,749	100.0	11,080	86.9	1,669	13.1
SCI & PROF / SENIOR.....	1,229	100.0	1,048	85.3	181	14.7
ADMIN & FOREIGN SERVICE / JUNIOR.....	33,259	100.0	17,725	53.3	15,534	46.7
ADMIN & FOREIGN SERVICE / INTERMEDIATE.....	15,860	100.0	11,024	69.5	4,836	30.5
ADMIN & FOREIGN SERVICE / SENIOR.....	4,216	100.0	3,434	81.5	782	18.5
TECHNICAL / JUNIOR.....	18,453	100.0	15,229	82.5	3,224	17.5
TECHNICAL / INTERMEDIATE.....	5,889	100.0	5,618	95.4	271	4.6
TECHNICAL / SENIOR.....	447	100.0	437	97.8	10	2.2
ADMIN SUPPORT / SUPPORT.....	35,065	100.0	4,630	13.2	30,435	86.8
ADMIN SUPPORT / JUNIOR.....	27,633	100.0	5,948	21.5	21,685	78.5
ADMIN SUPPORT / INTERMEDIATE AND SENIOR.....	103	100.0	85	82.5	18	17.5
OPERATIONAL / SUPPORT.....	10,844	100.0	7,682	70.8	3,162	29.2
OPERATIONAL / JUNIOR.....	24,267	100.0	22,710	93.6	1,557	6.4
OPERATIONAL / INTERMEDIATE AND SENIOR.....	1,563	100.0	1,341	86.4	22	1.6
TOTAL.....	203,091	100.0	115,649	56.9	87,442	43.1

BARRIERS TO ADVANCEMENT IN THE PUBLIC SERVICE, MARCH 1989

RESPONSES TO QUESTIONNAIRE SURVEY-Continued

	TOTAL ALL DEPARTMENTS					
	BOTH SEXES		MEN		WOMEN	
	NUMBER	ROW %	NUMBER	ROW %	NUMBER	ROW %
PRESENT DEPARTMENT						
ATLANTIC CANADA OPPORTUNITIES AGENCY.....	230	100.0	127	55.2	103	44.8
AGRICULTURE CANADA.....	9,724	100.0	6,879	70.7	2,845	29.3
NATIONAL ARCHIVES OF CANADA.....	741	100.0	377	50.8	364	49.2
REVENUE CANADA - CUSTOMS AND EXCISE.....	9,450	100.0	4,784	50.6	4,665	49.4
CONSUMER AND CORPORATE AFFAIRS.....	2,131	100.0	1,153	54.1	977	45.9
COMMISSIONER OF OFFICIAL LANGUAGES.....	153	100.0	55	35.9	98	64.1
COMMUNICATIONS.....	3,774	100.0	1,932	51.2	1,842	48.8
STATUS OF WOMEN OFFICE OF THE COORD.....	39	100.0	-	-	39	100.0
FISHERIES AND OCEAN CANADA.....	5,171	100.0	3,883	75.1	1,287	24.9
NATIONAL DEFENSE.....	31,845	100.0	20,133	63.2	11,712	36.8
ENVIRONMENT.....	8,315	100.0	5,912	71.1	2,403	28.9
PUBLIC WORKS.....	7,734	100.0	5,810	75.1	1,924	24.9
SUPPLY AND SERVICES.....	9,068	100.0	4,460	49.2	4,608	50.8
VETERANS AFFAIRS.....	3,615	100.0	1,386	40.6	2,029	59.4
EMPLOYMENT AND IMMIGRATION.....	23,247	100.0	8,375	36.0	14,872	64.0
ENERGY, MINES AND RESOURCES.....	4,621	100.0	3,009	65.1	1,612	34.9
EXTERNAL AFFAIRS.....	3,876	100.0	1,828	47.2	2,048	52.8
FINANCE.....	823	100.0	340	41.3	483	58.7
FEDERAL-PROVINCIAL RELATIONS OFFICE.....	47	100.0	7	15.0	40	85.0
GOVERNOR GENERAL.....	116	100.0	42	35.8	75	64.2
CANADIAN HUMAN RIGHTS COMMISSION.....	172	100.0	65	37.5	107	62.5
INDIAN AFFAIRS AND NORTHERN DEVELOPMENT.....	4,069	100.0	2,254	55.4	1,815	44.6
INTERNATIONAL JOINT COMMISSION.....	38	100.0	13	34.1	25	65.9
INVESTMENT CANADA.....	113	100.0	32	28.5	81	71.5
JUSTICE.....	1,587	100.0	821	51.7	766	48.3
LABOUR CANADA.....	836	100.0	401	48.0	435	52.0
TRANSPORT CANADA.....	19,160	100.0	14,939	78.0	4,221	22.0
SCIENCES AND TECHNOLOGY MINISTRY OF STATE.....	153	100.0	68	44.5	85	55.5
NATIONAL CAPITAL COMMISSION.....	872	100.0	611	70.0	261	30.0
HEALTH AND WELFARE.....	8,436	100.0	3,215	38.1	5,221	61.9
CONTROLLER GENERAL OF CANADA.....	138	100.0	133	96.5	5	3.5
PRIVY COUNCIL OFFICE.....	358	100.0	141	39.4	217	60.6
CORRECTIONAL SERVICES.....	10,630	100.0	7,388	69.5	3,242	30.5
PRIVATIZATION AND REGULATORY AFFAIRS.....	66	100.0	53	80.7	13	19.3
PUBLIC SERVICE COMMISSION.....	2,169	100.0	1,191	54.9	978	45.1
ROYAL CANADIAN MOUNTED POLICE.....	3,314	100.0	736	22.2	2,579	77.8
CANADIAN RADIO-TELEVISION COMMISSION.....	384	100.0	117	30.4	268	69.6
SECRETARY OF STATE.....	2,851	100.0	946	33.2	1,905	66.8
STATISTICS CANADA.....	4,387	100.0	2,117	48.3	2,270	51.7
NATIONAL REVENUE - TAXATION.....	17,913	100.0	9,423	52.6	8,490	47.4
TREASURY BOARD.....	726	100.0	372	51.2	354	48.8
WESTERN DIVERSIFICATION OFFICE.....	201	100.0	121	60.5	79	39.5

- Data not available.

SECTION E

COHORT ANALYSIS STUDY

SECTION E

Longitudinal Career Data for Selected Cohorts of Men and Women in the Public Service¹

November, 1989

INTRODUCTION

Statistics Canada was asked by the Task Force on Barriers to Women in the Public Service to develop and analyze longitudinal information on the career paths of men and women in the public service. Within the short period of time available, a file was created and some analysis conducted.

The objective is to provide some statistical information which is indicative of the career advancement of men and women in **selected** groups over the 1978-87 period. When combined with information from other sources, such data should provide the Task Force members with a better understanding of recent movement in the public service. The Report focuses on events which are of interest to the Task Force and which can be best analyzed using longitudinal data, notably the rate of advancement and exit patterns of men and women in selected cohorts. It does **not** provide any analysis of issues such as the concentration of women in particular occupations (e.g., clerical), the current levels at which women within various occupational groups work, and whether women "caught up" to their male counterparts in various occupations.

The emphasis here is on the narrower questions of rate of advancement and exit patterns. Hence, this report focuses on the differences between men and women in their **movement** (or flows) over time, not the differences in the number of men and women in a particular group and level at any point in time (i.e., stocks). Often significant differences in movement or flows among groups may not have a major impact

¹ The analysis and report writing were conducted by Garnett Picot and Ted Wannell of the Business and Labour Market Analysis Group of Statistics Canada, and the programming in the file development stage was done by Heather Prieur and John Small of the Small Business and Special Projects Division.

on the stocks or level in the groups for some time. Measures of advancement and movement among groups do provide valuable information regarding current trends, however, which are often missed when comparing total numbers in a particular group between two time points (i.e., stock counts).

The longitudinal file used in this work has been constructed for selected cohorts of public servants for the period 1978 to 1987 inclusive. The file was created by combining data from Treasury Board's "incumbent" file and Revenue Canada files containing information on annual employment earnings. Information on **the same individual** over the ten years is made available in this way, and an analysis of the career paths of groups of individuals in the selected cohorts² can be calculated. The cohorts were selected from the population of employees covered by Schedule 1, Part 1 of the *Public Service Staff Relations Act*.³

The data are used to examine the career achievement of women and men in the selected cohorts. Of particular interest is:

- At what rate did women and men **exit permanently** from the public service over the ten-year period, and how did the earnings of those who exited compare with those who stayed?
- For those in the cohorts who **stayed** in the public service over the entire ten years, what was the rate of career advancement of men and women as indicated by (i) change in the pay rate in the jobs held over the period, (ii) movement up a specially constructed promotions scale and, (iii) group and level achieved by the cohort at the end of the period.
- For those who had achieved the higher managerial levels by 1987 (SM and EX), how quickly did the men and women advance and from which groups did they come?

2 Due to the short time available for file construction and analysis it was decided that a broad and sweeping analysis of the career advancement and exit patterns of public servants in general could not be conducted. Rather, specific cohorts were selected and their career paths examined.

3 Canada Post was excluded, since it moved out of the source population during the period of analysis.

SELECTING THE COHORTS

1. **Groups of cohorts based in three different years were selected:**
 - a) Persons working full-time in **1978** were selected, and their career advancement over the following nine years to 1987 determined.
 - b) Persons working full-time in 1982 were selected, and their movements during the following five years were examined.⁴
 - c) A group of cohorts in the SM and EX groups in **1987** was selected, and their career advancement over the preceding nine years analyzed.
2. **The cohorts were selected on the basis of group, level, age, and in some cases, years of experience** in the public service. Groups were selected to be indicative of the administrative, administrative support, professional and management categories. Cohorts in the CR, AS, PM, ES, SM and EX groups were primarily used in the analysis, although some other smaller professional groups were included in 1982 cohorts.

The objective in selecting the cohorts was to obtain groups of men and women which were as similar and as homogeneous as possible, given the information available. Since age is often a good proxy for work experience and speed of career advancement (given a particular group and level), relatively narrow age bands were used (usually five years). In some cases an upper age limit was used.⁵

3. **There were very few women in some cohorts, which introduced problems in analysis**, particularly in the scientific and professional areas.

The approximately 2,500 women in the professional/technical areas in 1978 (excluding nursing and education groups, which do not normally feed higher level public service positions) were

4 Cohorts were selected for these years in order (i) to see if the experience of the middle 1980s differed from earlier years and (ii) to get more information on the career advancement of middle to upper level professional groups than was possible in the 1978 cohorts because of the very small number of women. This part of the project was conducted last, and there was not time to combine the "incumbents" and Revenue Canada data sources. Hence, only the T.B. incumbents data were used.

5 For example, among EX's only persons up to age 49 were selected. This was done for two reasons. First, since we were looking back to determine the path to the EX group, we wanted to select persons who likely entered the group in the recent past, and hence had some movement over the previous 10 years. Second, although 40% of male EX's were 50 or over, only 17% of female EX's were in this age group. To keep the ages of men and women as similar as possible, the age 49 cut off was selected.

distributed over nine small occupational groups. After controlling for age and level, the numbers in the higher levels within most professional groups were too small to allow any analysis. Hence, upper levels in the professional groups, which among men often feed senior management positions, are not well represented in the 1978 female cohorts. The ES Group — the only professional group large enough — is included, but the analysis of the 1978 cohorts focuses more on the AS and PM groups, which contain more women and from which many women rise to senior levels. The CR group is also included in the analysis, since 46% of all women work in this group.

A different sampling technique was used for the 1982 cohorts to obtain larger samples of women. All women in a particular group and level were selected for the analysis, not just those in a particular age group.⁶

4. The Cohorts Selected

Twelve cohorts of workers in particular occupational groups, levels and age group in the Public Service in 1978 were selected and their advancement over the nine year period to 1987 analyzed. In addition, seven cohorts of mainly professional workers in 1982 were selected for analysis in the 1982-87 period, as were four cohorts of managers in 1987. Cohorts were selected to maximize the number of women but still maintain a homogeneous group. They are listed in the table on the following page.

5. Methodological Note

To provide an overview of the findings, **unweighted** averages of proportions or percent changes across all cohorts are often used. This approach gives the data for each cohort an equal weight in the overall findings. Since this is not a representative sample of public servants — rather a set of indicative groups — it did not seem appropriate to weight the result by the size of the cohort.

Also, dollar values for all years have been converted to constant 1987 dollars, so the effect of inflation on earnings has been removed. Changes in real earnings are reported in all cases.

⁶ *The ages of men and women within particular groups and levels in the professional area varies considerably with women being generally younger. Age is of course a major factor in career and salary advancement, with more movement among the young. To control for age differences, balanced samples by age were selected within a group and level. That is, all women in a group and level were selected within a group and an equal number of men were randomly chosen from within five year age groups such that the age distribution of the men and women selected were the same. Revenue Canada data could not be used in the 1982 cohort analysis due to time constraints.*

Cohorts Selected

Group and Level	Age in Base Year	Yrs. of P.S. Experience in Base Year	Number	
			M	F
1978 Cohorts				
CR-2	20-24	0-1	238	751
CR-4	25-29	4-7	535	1,390
CR-5	30-34	4-7	149	221
AS-2	25-29	All	162	174
AS-3	30-34	All	162	93
AS-3	35-39	All	118	63
PM-1	20-24	0-2	119	141
PM-2	25-29	4-7	452	398
PM-3	30-34	4-7	388	87
PM-5	35-39	All	206	22
ES-3	25-29	All	71	48
ES-5	30-34	All	243	29
1982 Cohorts				
ES-4	All	All	87	87
ES-5	All	All	97	97
BI-2	All	All	60	60
AU-1	All	All	91	91
AS-3	All	All	712	712
PM-3	All	All	1,004	1,004
PM-4	All	All	518	518
CR-4	All	All	3,885	3,885
1987 Cohorts				
SM	30-39	All	221	81
SM	40-44	All	416	80
EX-1	30-49	All	517	77
EX-2	39-49	All	401	55

FINDINGS FOR THE 1978 COHORTS

Exits From the Public Service

- Taking the cohorts together, women exited permanently⁷ from the public service at a higher rate than men over the ten-year period.⁸ These results apply mainly to cohorts whose members were under 35 in 1978 and who were earning under \$40,000 in that year (in 1987 dollars). These are the areas in which the majority of female public servants are employed. There were not sufficient numbers of leavers from older cohorts of higher earners to produce reliable results. Averaged over the nine cohorts in the CR, AS and PM (to PM-3) levels, the proportion of the cohort leaving permanently was 22% for women and 17% for men. These exits tended to be concentrated in the early part of the time period (1979-82). Child care could have been associated with this difference, but that is not known from these data.
- Although reliable estimates of the permanent exits are not available for the older women in the upper levels of the groups, for the ES-3 cohort (age 25-29 in 1978) the proportion of the cohort exiting permanently was about the same for men (22%) and women (25%) (the difference was not statistically significant).
- There was some interest in knowing whether higher paying jobs outside the public service played a major role in exits for women. This analysis looks at salary gains over the entire period to shed some light on this. The results suggest it was unlikely that movement to a full-time job paying a much higher salary over a long period was the main motivation for leaving the public service. Among women the permanent leavers had lower average growth in annual employment earnings between 1978 and 1987 than did the stayers.⁹ This

7 *Permanently* means the individual had left the public service during some time up to and including 1984, and had not returned by 1987. Exits in 1985 or later were excluded since it was not possible to determine if they would return in a reasonable period of time (i.e., 2 years). Hence, *permanently* means out of the public service for at least 3 years. A knowledge of each person's status as of year end (end of December) was available in this analysis. If the person was on active status (i.e., being paid) as of year end that individual was considered in the public service for that year. People on leave without pay or maternity leave as of year end were considered out of the P.S. at that particular point in time.

8 Although when taken alone many of the cohorts did not display a statistically significant difference due to the small size of the population.

9 Only leavers who had significant (>\$2000) annual earnings in 1987 were included in the calculation. Those with little or no earnings were excluded, since by definition all stayers had employment earnings in 1987. As well, persons with temporary interruptions from the public service, but who were in the P.S. in 1987 were included as stayers. Hence, both leavers and stayers could have had periods of no earnings over the nine years.

held for all cohorts, although not all differences were statistically significant. The unweighted average growth in earnings in the nine cohorts for which data were available was -8% for leavers and +18% for stayers. There was significant variation among cohorts.

Career Paths and Growth in Pay Among the Stayers

- Not surprisingly, most public servants in the selected cohorts employed in government in 1978 remained in government each year through to 1987. Seventy-eight percent of men and 72% of women across the twelve cohorts fell into this group of “stayers.” There was significant variation by cohort.
- Among both men and women, a relatively large proportion of stayers (persons in the public service in all ten years) were still in the **same group** nine years later, either at the same or higher level. The proportion of stayers in the same group at the end of the period varied from 80% among entry-level female CRs (i.e., CR-2s 20-24) to a level of 38% among more senior male CRs (CR-5 30-34). The unweighted average across all twelve 1978 cohorts of the proportion in the same group 10 years later were: females 64%, males 64%.
- Using equivalent earnings,¹⁰ which is a measure of the pay rate in a job as of year end, among the younger cohorts with the lower pay levels in 1978 (i.e. the three CR cohorts, AS-2, PM-1), the pay rate generally rose more quickly over the period for men than women. The unweighted average annual increase in pay rate over the period (in constant dollars) in these five cohorts was 26% for men and 20% for women. These are the types of occupation in which the majority of women are employed. In 1987, 42% of all public service women were in the CR group, and 60% of female public servants were in some administrative support group, (including CR) compared to 8% of men.
- In the remaining more intermediate cohorts, however, no particularly dominant trend is observed. Women out-performed men in some, and the opposite held in others, and in many cases the observed differences were not statistically significant. Over these seven cohorts (AS-3, PM cohorts except PM-1, and ES cohorts),

¹⁰ *Equivalent annual earnings are the earnings which one would receive if the incumbent worked at the job held as of the end of December for the full-year, full-time. Hence, it is a measure of the pay rate at a point in time, not actual annual earnings. This is an appropriate measure for this work, since it is an indicator of the level achieved by a certain period, and is not affected by changes in jobs during the year, short work absences, or other factors influencing actual annual earnings besides wage rates.*

the average growth in the pay rate was 15% for men and 16% for women.

- For stayers, movement through an 18 level scale of promotions¹¹ in the public service over the nine years generally reflected the movement in salaries just discussed. In the more junior cohorts (CR, AS-2, PM-1) there were more moves through the levels by men (an average 2.1 moves per person up the scale over the period) than by women, (1.6). In the seven more intermediate cohorts, it was a mixed situation, with few statistically significant differences in the number of moves of men and women (each with an average 1.2 moves per person across all seven cohorts). As with exits, these moves tended to be concentrated in the earlier part of the period.

Thus, women generally exited permanently from the public service at a higher rate than men, but female leavers had lower growth in annual earnings over the period than did female stayers. For stayers in the public service, among the CR and more junior AS and PM cohorts men appeared to move up the ranks faster than women (as indicated by salary growth and level changes), but among other more intermediate cohorts there was little difference.

FINDINGS FOR THE 1982 COHORTS¹²

- Cohorts of men and women in professional (ES, BI, AU) and administrative and foreign services (AS, PM) groups were selected for 1982. This was done in order to examine various aspects of career development during the more recent past (1982 to 1987), since conditions may have changed in the public service since 1978. The CR-4 cohort was added to allow comparisons with a lower paying more junior group which contains very large numbers of women.
- As one would expect, the vast majority of people in the 1982 cohorts were still in the public service by 1987, with relatively few leavers over the 1982 to 1985 period. From 80% to 98% of the cohorts'

¹¹ An 18 level scale based on pay rate was established (based on the work of Jim Plumpton, Treasury Board) and each group and level was mapped onto this scale based on the top salary in that particular group and level in 1986. Using this mapping, when an individual moved from one level to another in the eighteen level scale a move or promotion is said to have occurred.

¹² The results from this analysis will not necessarily be the same as that for the 1978 cohorts because a different time period is covered, and the '82 cohort represents the advancement of **all** people in a particular group and level (say ES-05), whereas the 1978 cohort represents the advancement of a select age group (say 30-34). Since career development is related to age this will influence the results.

members remained in the public service over the entire period,¹³ with little difference between men and women. It is worth noting that this was possibly an atypical period because of the impact of the 1982 recession on the economy and job availability in the private sector, and hence possibly exits from the public service.

- In most cohorts the number of permanent leavers from the 1982 cohorts was relatively small, (between 5% to 9% in most cases) and showed little difference between men and women where the numbers were large enough to make a comparison. And the majority who stayed in the public service were in the same group and level in 1987 as in 1982; from 60% to 70% for most cohorts. Again, there was little difference between men and women in the proportion staying at the same level over this period.
- In the professional and administrative cohorts selected there was little difference between men and women in the growth in average equivalent earnings (pay rate as of year end) over the 1982-87 period. This suggests there was little difference in the rate of advancement. Averaged across all seven professional and administrative cohorts, the growth in pay was 4.2% for women and 3.6% for men.
- Among the CR-4 cohort, male stayers who had an average 1.9% growth in real earnings, appeared to do slightly better than their female counterparts (0% change) during this period. A similar observation was made earlier for the entire 1978-87 period.

FINDINGS FOR THE MANAGEMENT COHORTS OF 1987

- Four cohorts of managers in 1987 were selected, and information on their career movement over the 1978-87 period produced. The four cohorts were: SM ages 30-39, SM ages 40-44, EX-1 ages 30-49, and EX-2 ages 30-49. These cohorts are of interest because they represent the higher end of the occupational scale (as measured by pay) and it is of interest to determine the rate at which men and women are moving into them. The management groups represent a very small proportion of all public servants, however (0.6% of women and 3.5% of men).

Entrants to the Public Service after 1979

- Members of the managerial cohorts who were not in the public service in 1978 and 1979 but entered subsequently are referred to as entrants (as opposed to stayers who were in the public service all

¹³ Note, however, that short spells outside the public service on leave could be missed, as these data refer to employment status as of the end of December.

ten years). Some of these individuals could have been in the public service prior to 1978, but their absence from it would have had to have been substantial (2 years or more), and it is unlikely their numbers would be large.

- A larger proportion of women than men in the managerial cohorts were entrants since 1978. The (unweighted) average across the four cohorts of the proportion who were entrants was 21% for women, 11% for men. This suggests that recruitment outside the public service — or possibly returns to the public service after more than a two year exit — played a larger role among the cohorts of women who made it into the management category than among their male counterparts. This may also be true for other occupational groups, but the data to determine this were not readily available.
- It is of interest to determine whether the women who entered (or re-entered) the public service in 1980 or later were primarily in paid employment in 1978, or employed in some other activity such as child care, taking advanced education or another activity. To obtain some indirect evidence information on this question, their annual employment earnings in that year were examined. Taking all four cohorts together, a larger share of women (22%) than men (15%) who were outside the public service had little (less than \$2,000) or no employment earnings in 1978. Among those who had employment earnings, they were much lower among women than men. The median was \$47,000 for men (in 1987 dollars) and \$36,000 for women. The bottom 25% of women earned below \$14,000, while the corresponding cut-off for males was \$32,000. This suggests many women may have had more part-time paid employment and possibly were involved in other activities such as child care before they entered (or re-entered) the public service and rose to management level jobs. Some may also simply have had lower paying full-time jobs.

Managers Who Were in the Public Service All Ten Years

- Stayers¹⁴ greatly outnumbered entrants to management groups in our cohorts. Averaged across the four cohorts, 84% of men and 71% of women who reached the management levels were in the public service all ten years.

¹⁴ This means they were in the public service as of the end of each year. Some short absences could have taken place during the year.

- Among the stayers, a very broad range of occupational groups served as the base for the movement into management, for both men and women. An examination of the groups in which the managers of 1987 were located in 1978 shows that the PM Group stands out for both men and women, as to a lesser degree does the FS and ES groups for men (particularly leading to the EX Group), and the AS and PE groups for women. But even these three groups for each gender still account for a relatively small proportion of all managers (40% average across cohorts unweighted for men, and 50% for women). The remainder were in a wide variety of occupational groups, many with numbers too few to be included.
- The women who had achieved the EX-1 and EX-2 group by 1987 moved through the ranks more quickly than the men of roughly the same age who had achieved the same level. This is indicated by the change in earnings, the number of moves up the 18 level scale, and the number of moves among groups. Among those reaching the SM level, women appear to have moved up slightly faster, but the difference is not great.
- In all four management cohorts, the growth in average equivalent earnings (pay rate as of year end) was higher for women than men who were in the public service all ten years. This means that women started from lower base earnings in 1978 than men and rose to the same SM and EX levels. This was particularly true in the EX categories, where the average growth in equivalent earnings was 41% for women, 26% for men.¹⁵ The difference in growth rate in pay was small in the SM cohorts, and not statistically significant (36% for women, 33% for men).
- The number of moves through the 18 level scale described earlier was also greater for female than male stayers. Across the four cohorts, the average number of moves per person up the scale over the ten years was 3.7 for women, and 2.9 for men.

¹⁵ Some of this difference could have been due to the age differential in the cohorts: women were slightly younger than men and younger persons tend to increase their earnings at a faster rate. The age differences were not great, however, the average age in the four cohorts were: SM 30-39 — men 37.2 and women 36.7; SM 40-44 — 42.0 and 42.0; EX 01 30-49 — 43.0 and 41.8; EX 02 30-39 — 44.0 and 42.3. Regression analysis in which age was controlled still indicated a significant difference in earnings growth between men and women in the EX category. Information on other factors which could account for such differences are not available in this data source.

In summary, these observations indicate that among the cohorts that had achieved a management position by 1987:

- women were more likely than men to have entered the public service after 1980 (or re-entered after at least a two-year exit);
- a wide range of occupational groups served as the source of 1987 managers, but PM, AS and ES stood out for men, and PM, AS and PE stood out for women; and finally
- among the stayers who achieved a management position, women moved up the ranks faster than men, particularly among those reaching the EX group.

This analysis deals with the **flows** of men and women into the management level, and the rate at which that movement took place. It does not examine changes in the number of men and women in the management category. That is being done elsewhere for the Task Force.

